



***State of Tennessee  
Department of Children's Services***

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# **Continuous Quality Improvement Program Manual**

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### Philosophy of the Continuous Quality Improvement Program

#### Introduction

The Department of Children's Services (DCS) promotes excellence in child welfare practice through commitment to a Continuous Quality Improvement (CQI) program. This program engages all levels of agency employees and stakeholders in identifying and targeting opportunities to improve services, processes and outcomes for at risk children and families in Tennessee.

The foundation of CQI is the belief that people truly care about the work they do and strive to learn from experiences. DCS seeks to empower staff to create, innovate, and improve outcomes for children and families through teamwork in the CQI program.

The purpose and intent of the CQI Program is to target improvements to key operations and outcomes by utilizing the strategic plan (Accountability Plan) as a guide to:

- Improve the quality of casework,
- Improve outcomes for children and families,
- Increase local problem-solving, based on the principle that all staff are equipped to effect positive, ongoing and lasting organizational change,
- Improve processes towards efficiency,
- Track and monitor trends through more effective use of practice data and utilize identified trends to drive improvement initiatives and long term planning in the region,
- Track and monitor client, community and provider agency outcomes and partner with them to develop improvements,
- Improve employee morale and satisfaction within their work environment by providing staff with a voice and ability to impact organizational improvement.

#### Strategic Tools

Six Sigma is a quality improvement business strategy that uses various tools, to achieve better outcomes. The term "six sigma" comes from the idea that if an agency is functioning at six standard deviations from the mean, it will achieve virtually error free outcomes (99.9996%). While this seems near impossible in the unpredictable world of child welfare, using evidenced based practices in quality improvement has proven beneficial in non-profit and government agencies. The Continuous Quality Improvement program at DCS will borrow tools from Six Sigma, LEAN, Driver Diagrams, and improvement cycles like the scientific method and DMAIC (Define, Measure, Analyze, Improve, Control) and imbed them into the Practice Wheel process of Engagement, Teaming, Assessment, Planning, Implementation and Tracking. (Pyzdek, T., 2009. The Six Sigma Handbook, Third Edition)

#### Practice Wheel

The DCS Practice Wheel is the foundation of the department's work with families. Principles from the Practice Wheel are applied across the agency as the foundation for the work of DCS. Concepts from and DMAIC (Define, Measure, Analysis, Implement and Control) are incorporated within the practice wheel outlined below to strengthen the model with other well researched tools.

### *Engagement*

DCS staff will be engaged at every level of the agency to participate in CQI. At the first level, all staff will participate in local/unit problem solving in unit staff meetings, where supervisors will go beyond dissemination of information by involving staff in problem solving around local issues and unit outcomes. Units can opt to deploy CQI workgroups to problem solve specific issues at the local level and seek guidance, collaboration and additional problems from higher levels of the agency as needed.

Regionally, DCS staff can opt to participate in regionally based CQI workgroup teams designed to address specific areas or issues that impact the entire region. These workgroup teams will be guided by a Regional Leadership CQI Team that will oversee the overall activities of the CQI teams across the region.

Blended groups of regional and Central Office staff will also be identified to collaborate on strategic issues that impact the agency statewide. In addition, there will be Central Office based teams to work on and address issues as the highest level of the agency.

### *Teaming*

DCS staff will come together in CQI Workgroups to address key issues identified and as outlined by the agency strategic plan (Accountability Plan). Staff will be encouraged to problem solve issues using quality improvement tools available to them. Collaboration among and between teams will be supported through the CQI Coordinators.

### *Assessment*

CQI Workgroups will be encouraged to specifically define (D in DMAIC) problems and seek available agency and intra-agency data to clarify measures (M in DMAIC) where improvements are sought. Once the problem and related measures (data) are clearly identified, the team will analyze (A in DMAIC) factor's contributing to undesirable conditions and outcomes. Teams can accomplish this through open discussion or use tools like a Driver Diagram, LEAN swim lanes, etc. Research of strategies and evidenced based practices used in other agencies is strongly encouraged.

### *Planning*

Once the CQI Workgroup has fully assessed the problem, finalized analysis (A in DMAIC) and considered the various factors contributing to poor outcomes, the team will then plan for change. The team will use the SMART (Specific, Measurable, Achievable, Relevant, Time Sensitive) formula for writing an action plan.

### *Implementation*

CQI Workgroup team members will implement (I in DMAIC) strategies as outlined in the action plan developed.

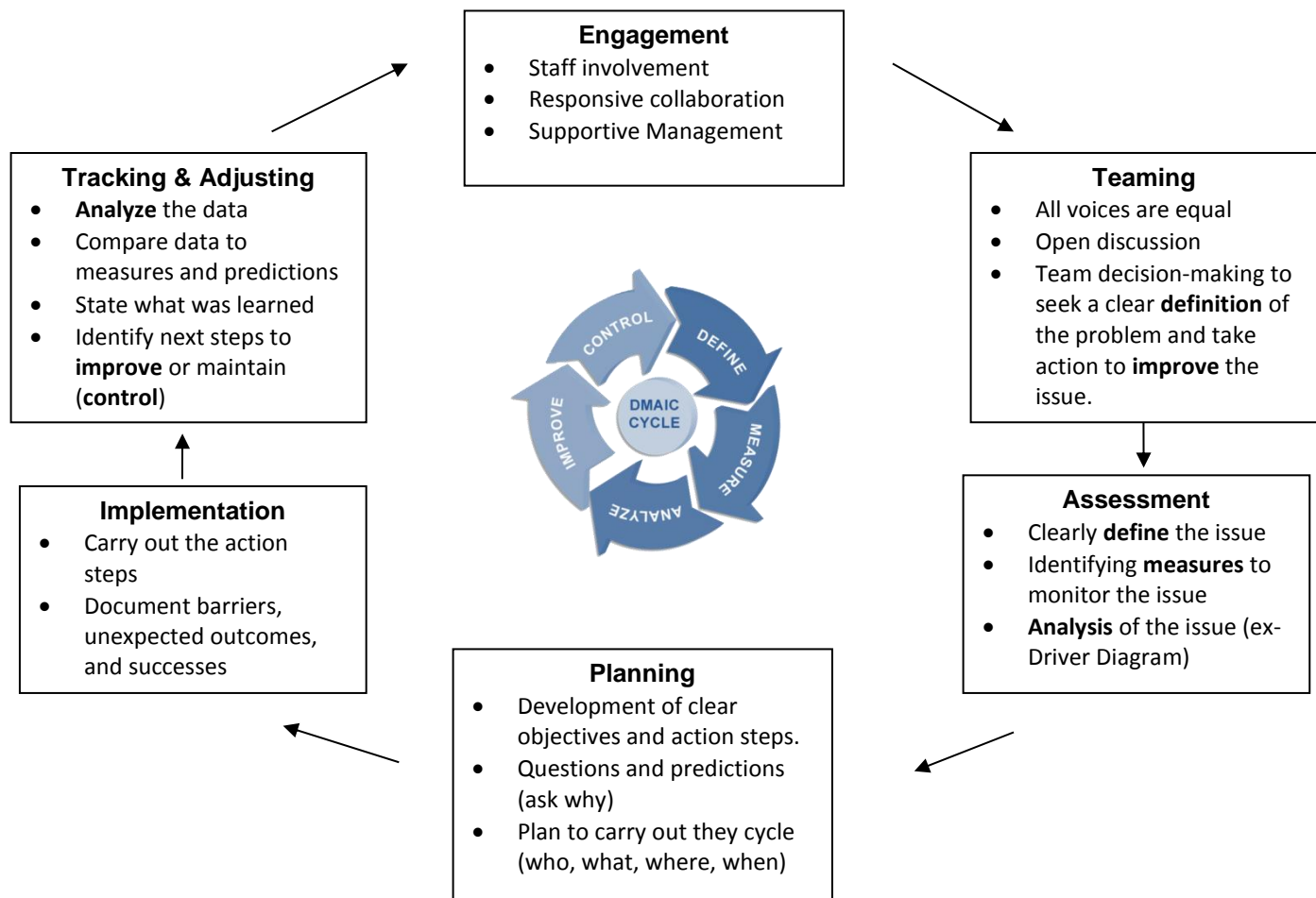
### *Tracking & Adjusting*

Following implementation, CQI Workgroups will consider pre and post measures, data, and outcomes and discuss the success and opportunities of the improvement interventions implemented. This is where workgroups focus efforts on examining the work that has been done to see if the intervention worked. The CQI team will then renew the Practice Wheel cycle by:

- Engaging new team members as needed,
- Re-assessing actions taken,
- Planning adjustments to the current steps, and
- Continuing with implementation until desired outcomes are achieved.

At this stage, the goal is for the team to seek maintaining an optimal status. This is captured as the “control” (C in DMAIC). If additional steps are needed to achieve or maintain the desired outcome, those steps will be outlined and action will be taken to gain “control” over the desired outcome.

### Practice Wheel/DMAIC Crosswalk



### LEAN

LEAN is a philosophy and a set of tools which help us focus on our daily processes to maximize customer value while minimizing roadblocks. LEAN is actually not an acronym, but a description of a framework for process improvement. LEAN organizations have figured out the simplest and most direct way to deliver services. When utilized, LEAN accomplishes the following:

- Dramatically reduce backlogs
- Reduce lead times
- Decrease the complexity of processes

- Improve the quality and consistency of work
- Free up more staff time for "mission critical" work
- Improve staff morale

(State of Tennessee, Department of Finance and Administration)

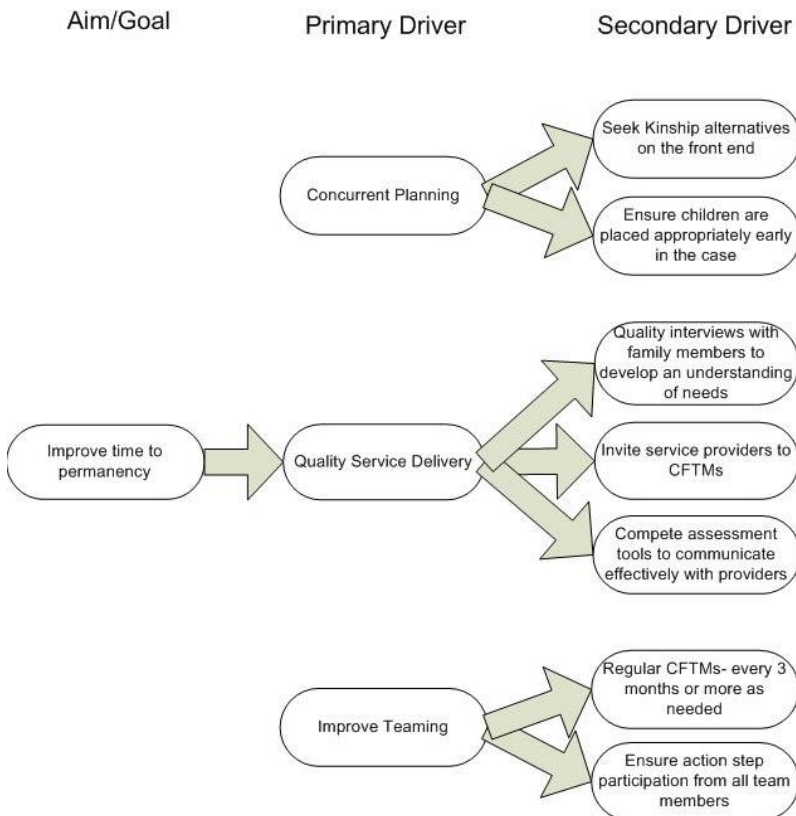
CQI Coordinators are trained in LEAN Principles and LEAN Facilitation and can assist various levels of the organization re-align resources in this ever evolving organization.

## Driver Diagram

Driver Diagrams can be used by CQI Workgroups to analyze an issue by looking at what aim or goal the team seeks to obtain. Once a goal is established, the team identifies “primary drivers”, which are the high level factors which need to be influenced or improved to achieve the goal. The “secondary drivers” are the specific actions or projects that will improve the primary drivers towards achieving the goal. This tool is useful at the beginning stages of process improvement as CQI Workgroups work to define. Additional levels of drivers can be developed as needed to clarify and adequately asses the issue.

Driver Diagram Example

## Driver Diagram



## Anatomy of the Continuous Quality Improvement Program

The CQI Program has four (4) levels; Foundation Level, Regional/Youth Development Center Level, Blended Regional/Executive Level, and Executive Level CQI workgroups (See Figure 1).

### **Foundation Level – County Cluster/Unit**

Most employees participate in a CQI process without even realizing it. It is embedded in much of our daily work such as monthly meetings with supervisors, unit meetings, and management meetings. These meetings are developed and managed by the staff in the county/clusters.

### **Regional/Youth Development Center (YDC) Level – Leadership/CQI Workgroups**

Each region and YDC has a Leadership CQI workgroup that is the primary venue for core leadership from that region to come together and work on improvements to regional performance. These groups are sometimes referred to as Core Leadership meetings or Quality Practice Team meetings. Each region also has additional CQI workgroups that are designed to address specific program areas (such as Safety, Permanency, Juvenile Justice, etc.) or key issues (such as recruitment and retention, or training). These groups are often referred to as CQI Teams or CQI Circles. (See Appendix A-O for Regional/Youth Development Center specific details).

### **Blended Level - Regional and Central Office level staff**

There are also a series of workgroups that include both Central Office and Regional staff. At the center of this is the primary workgroup called the Statewide Policy and Practice Workgroup. Sub-workgroups of this primary workgroups are the Permanency Custody, Permanency Non-custody, Safety, and Juvenile Justice workgroups.

### **Executive Level – Central Office Teams and Executive Leadership**

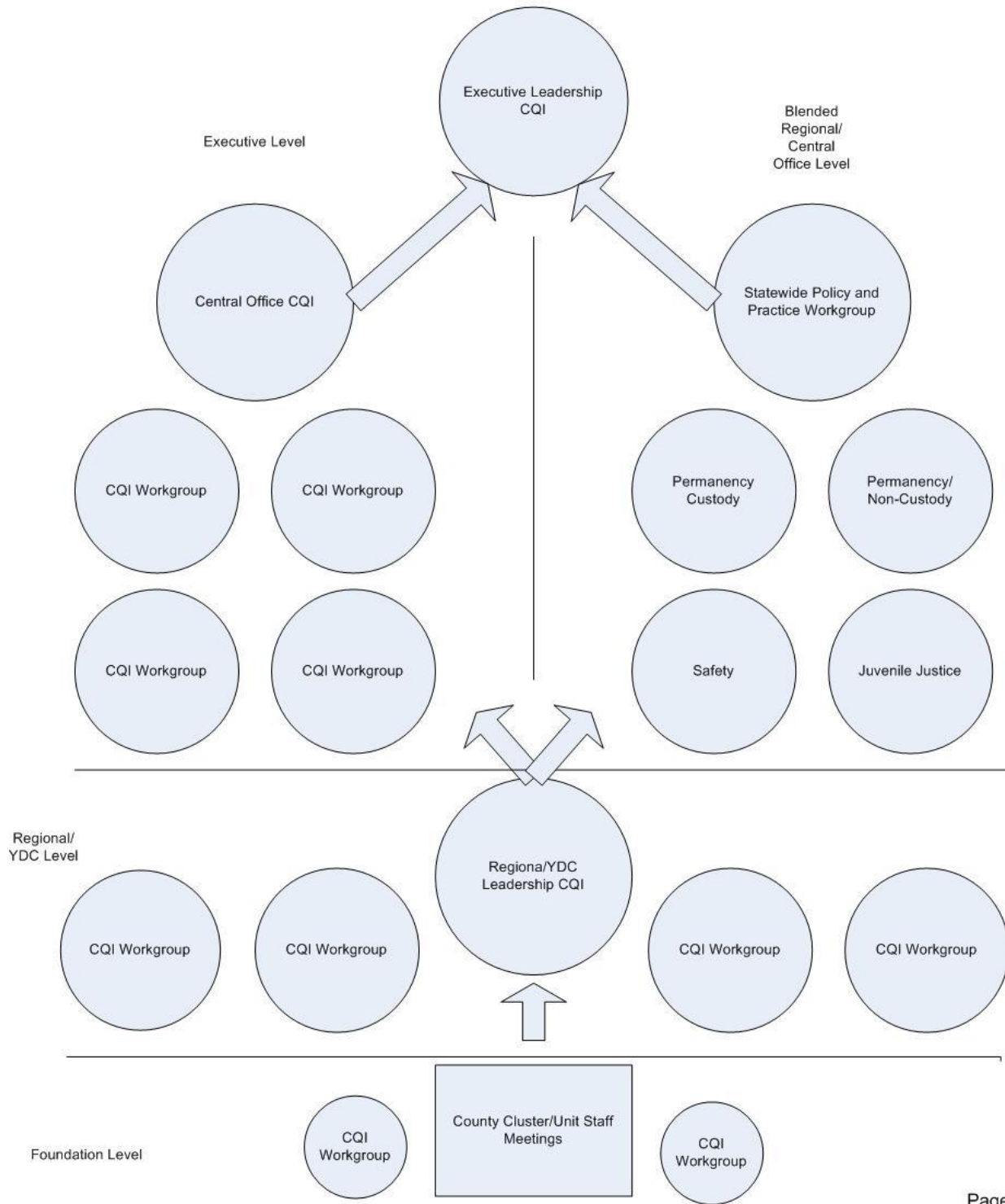
At the highest level of the organization is the Central Office CQI workgroup, which can seek guidance and assistance from Executive Leadership when improvements cannot be made without the backing of executive leadership. The Central Office CQI workgroup can also create sub-workgroups as needed to address specific issues as they arise.

### *Short-term and Long-term CQI Teams*

It should be noted that CQI Teams can be short-term or long-term depending on the needs within the level. For example, some teams may be targeted for long-term tracking of programs (e.g. – Safety, Permanency or Health) or long-term goals like Permanency Reviews which constantly seek to reduce custody length-of-stay. While short-term teams may be employed to tackle specific issues like addressing an issue to improve a policy, form, process, community issue, or other “quick-win”.

Figure 1 - CQI Program Framework

## Tennessee Department of Children's Services Continuous Quality Improvement Framework





## **Stakeholder Involvement**

Stakeholder involvement in the CQI process is a critical component toward achieving targeted agency improvements. The Department is constantly seeking new and innovative ways to enhance collaboration with external stakeholders.

Stakeholders include:

- Advisory Board
- DCS Employees and Resource Parents
- Children and Families served by DCS
- Private Providers
- Contract Providers
- Tennessee Commission on Children and Youth
- Community
  - Courts
  - Law Enforcement
  - Child Advocacy Centers
  - Community Advisory Boards
  - Mental Health Centers
  - Hospitals, Health Departments, and Medical Community

(See DCS In Home Tennessee Program materials for further information)

### **Measures and Outcomes**

In the Fiscal Year 2013-2014, DCS intends to create a stronger link between the agency strategic plan (Accountability Plan) through activities within the CQI Program. The agency's goals, funding, and objectives are, to a degree, driven by Tennessee Code Annotated, and Federal Title IV-E and IV-B requirements. The Continuous Quality Improvement Program will seek to further these goals by being sensitive to these driving entities. DCS seeks to maintain and refine its accreditation through the Council on Accreditation (COA). Additionally, DCS has made application to and earned a TNCPE Level 2 Baldrige Award. DCS hopes to advance quality improvements throughout the agency to be successful in achieving a Level 3 Award in the 2014-2015 fiscal year. To accomplish this, DCS will set clear measures towards achieving long-term strategic goals and desired outcomes that will be laid out in the Accountability Plan.

### **Statewide Targets/Use of Data**

Client and program (system-level) key performance indicators and outcomes will be distributed via "scorecards" to each region and contracted private providers. In addition, heavy emphasis will be placed on Quality Service Review (QSR) and Case Process Review (CPR) outcomes annually. All levels of CQI teams will be charged with the responsibility of using provided data to monitor, and make improvements through strategic planning and activity.

(See QSR Protocol and CPR Manual for further information)

## CQI Practices

**Roles**

The **CQI Coordinator** will:

- Coordinate and provide technical assistance to the CQI Program for the area they serve (e.g. - Region, Youth Development Center, or Central Office).
- Attend and provide technical assistance to Leadership Workgroups monthly and sub-workgroups routinely (at least quarterly).
- Provide specialized facilitation of various quality improvement tools including, LEAN, Driver Diagrams, etc. for CQI teams upon request
- Ensure that referred items are received by the appropriate team and addressed timely.

The **Facilitator** will:

- Develop the meeting agenda and send it to team members in advance of the meeting.
- Keep the agenda manageable and keep overflow of issues in a “parking lot” where they can be added to the agenda as the process allows
- Start on time and end on time
- Facilitate the meeting
- Ensure that discussion is meaningful and that everyone has the opportunity to have their voice heard and respected.
- Serve as the point of contact for that workgroup
- Prepare and submit referral for any issues that need to be sent to another CQI Workgroup

The **Scribe** will:

- Schedule the date and time of meetings
- Schedule meeting space and/or polycom line as needed.
- Send reminder and/or agenda to all participants about meeting
- Documenting on the Meeting Minutes (CS-0987) form
- Make certain that all action steps have initiation and completion dates documented and responsible parties assigned
- Send minutes out to all workgroup members and CQI Coordinator within 10 working days from the date of the meeting
- **Post minutes and related materials to the Statewide CQI Drive in advance of the next scheduled meeting.**
- Maintain a CQI team folder on the Statewide CQI Drive that includes all minutes and related materials. A hardcopy notebook can also be maintained as optional by the team as desired.
- Arrange for flip charts, projectors, any supplies, etc. needed for meetings.

A **Team Member** is an individual who routinely attends a CQI Workgroup meeting and makes a commitment to attend meetings for a minimum of 6 months for long-term CQI workgroups and for the duration on short-term CQI workgroups. Team Members actively participate in discussion and decision making. Facilitators and Scribes are considered Team Members.

A **Team Member Liaison** is any Team Member on a CQI Workgroup that sits on a Leadership CQI Workgroup or CQI Workgroup in another level. Liaisons will serve for a minimum of 6 months and

are expected to serve as experts on the CQI efforts of the teams they participate on and are recognized as strong collaborators.

All DCS employees are **Participants** in the CQI process and can interact with CQI Workgroups on an informal basis by discussing issues of concern with Team Members and referring issues for teams to consider for improvement. Participants are not actively involved with a CQI workgroup, but understand that they can access information and provide information to the CQI process as desired. They are also welcome to join CQI Workgroups at any time.

## **CQI Workgroup Meeting Process**

### **Introductions**

- Ensure all members are familiar with one another.

### **Review of Previous Minutes**

- Address any clarification in past minutes
- Accept minutes as final.

### **Review of Current Agenda Items**

- Discussion amongst team members of each agenda item
- Ensure that each item receives adequate time during the meeting
- Ensure associated data, policy, people, etc. are consulted accordingly for the discussion
- Take Action:
  - Make final decisions
  - Identify action steps
  - Identify responsible person/people for action steps
  - Determine completion dates for actions steps
  - Make referrals to other levels of CQI.

### **Meeting Closure**

- Brief overview of action steps from all agenda items
- Announcement of next meeting date and time.

## **Agenda Development**

As the team develops an agenda or seeks to add a new agenda item, they will consider what data, policies, people or other key drivers may need to be considered or consulted. The CQI Coordinator can be consulted for assistance with obtaining needed resources or collaboration efforts. Other CQI workgroups minutes should be reviewed to seek and consider other agency successes for use or adaptation.

## **Minutes**

Meeting minutes for all CQI Workgroups will be kept on the DCS Meeting Minutes (CS-0987) form. Minutes will be maintained on the Statewide CQI Drive (under development). The Statewide CQI Drive will be divided into subfolders according to CQI program structure as outlined in Figure 1 and Appendices A-M so documentation can be easily located.

## **Action Levels**

Issues addressed in CQI Workgroups fall under 3 Action Level categories:

**Category 1:**

These issues can be addressed by the local team by developing action steps to be taken at the local level. These are “quick wins” that the local team can take on without assistance from higher levels within the agency. For example if a local office wants to LEAN the intake process for their county, the team could do so with assistance from their CQI Coordinator. Another example is a region that identifies that timely EPSD&T’s have fallen below the target goal. This team can identify barriers and develop actions steps to improve outcomes in coming months.

**Category 2:**

These are issues that require assistance from a higher level within the agency. A referral can be made to obtain assistance once the team works through the issue and demonstrates that the issue cannot be resolved as a category 1 action. An example of this is a team that identifies a problem with a policy that impacts daily work. The team has clarified details as to what could be amended in order for the policy to be more effective, but needs to partner with the executive level to make the needed changes.

**Category 3:**

These are issues that when referred, require substantial assistance and resources that might take an extended period of time for development if accepted at a higher level of CQI. These issues are often budgetary or require reallocation of resources. These issues may need to be placed in a queue for consideration at a later time when agency resources permit.

**CQI Coordinator Technical Assistance (TA) Requests**

CQI Teams can seek skilled facilitation, including use of various quality improvement tools (e.g. – LEAN, Driver Diagrams, etc.) from CQI Coordinators by sending an email request which should include a description of:

1. The current issue being addressed by the team
2. What the team hopes to accomplish
3. What the team has already attempted to resolve the issue

**Guest Collaboration**

When CQI teams identify an issue that members of the current CQI team cannot resolve, the team can seek assistance from others by inviting key stakeholders to the meeting to participate in problem solving before sending an issue by referral to another CQI team. When inviting key stakeholders to participate in CQI teaming, the team should prepare a detailed explanation of the issue the CQI team is working on and identify what the team hopes to accomplish through the collaboration.

**Referrals**

When a CQI Workgroup decides to send a referral to another CQI Workgroup or Level, they will follow these steps:

1. Consult with the CQI Coordinator on strategies attempted and to receive guidance/assistance with next steps needed to make a referral
2. Complete a descriptive analysis (ex- driver diagram) of the issue and possible strategies to be addressed
3. Complete a CQI Referral (CS-0945) and clearly identify steps taken by the requesting team to resolve the issue and actions for consideration by the receiving CQI Workgroup

4. Facilitator will complete and submit the referral with attached analysis to the CQI Coordinator
5. CQI Coordinator will log the referral on the Regional/YDC/Central Office CQI Spreadsheet and send to the facilitator if the team is under the jurisdiction of the CQI Coordinator or the CQI Coordinator for the team. If the referral is received by another CQI Coordinator, they will send it to the facilitator of the receiving CQI Workgroup.
6. Facilitator for the receiving team will set the referral on the next agenda and will have minimum of monthly communication with the associated CQI Coordinator(s) and facilitator as to steps being taken towards resolution.
7. Foundation and Regional level CQI referrals must go through the Regional Leadership CQI Team for consideration before being sent to a higher level CQI team. Once the Regional Leadership CQI Team determines that a referral should be sent for work, the referral can do to the best fit workgroup within the Blended or Executive Level.
8. CQI referrals for the Blended and Executive level will be sent to the Central Office CQI Coordinator for assignment. If there is a question as to where the CQI referral would be best addressed, the Director of Continuous Quality Improvement will be consulted for final direction of the referral.

### **Tracking**

All improvements made in each CQI workgroup will be tracked on the CQI Spreadsheet managed by the CQI Coordinator. Both Statewide targets and team projects will be logged on the spreadsheet to provide an easy way for anyone in the agency to see a quick overview of all improvements being addressed in the Region, YDC or Central Office. Metrics will be monitored for improvement as projects progress.

# ***Appendices A-P***

## Central Office CQI Program Regional Structure

### **Description**

The Department of Children's Services (DCS) Central Office is located in Middle Tennessee across from the State's Capital in Nashville. The central location provides agency leaders with optimal access to offices and staff statewide. While most Central Office employees are located in the Nashville DCS offices, some employees work remotely from other DCS office locations. Central Office, as well as other offices statewide, have used polycom and video conferencing as a means of collaborative communication when travel is not possible or feasible.

### **Leadership CQI Workgroup(s)**

#### **Commissioner's Executive Leadership Team**

The Commissioner holds a weekly executive leadership meeting to ensure collaboration on and dissemination of the most pertinent information for the week. This meeting allows agency leaders to stay connected and abreast of the latest information, pressing issues, and improvement efforts underway.

#### **Management Advisory Committee (MAC)**

The MAC is a team of senior leadership staff including the Commissioner who prioritize projects for the Office of Information Technology (OIT) based on the recommendations of the PRC (referenced below). This team meets quarterly and projects include both enhancements, and large scale improvements to the TFACTS system, development of other technology systems, and data reporting projects are prioritized based on importance and available resources.

#### **Regional Administrator CQI Team**

Each month, the Regional Administrators (RAs) meet for a two-day staff meeting. Part of that meeting is dedicated to RA CQI for the RA's to problem solve and collaborate on pressing issues that impact some or all regions.

### **CQI Workgroups**

#### **LEAN CQI Team**

The LEAN CQI Team meets monthly to review LEAN and CQI referrals from the Regions, YDCS or other Central Office CQI Teams. Projects that are deemed appropriate for a LEAN or other Six Sigma Event are prioritized for completion. Issues that are not appropriate for an event are delivered to the appropriate division for action and monitored until resolved.

#### **Program Review Committee (PRC)**

The PRC is a series of 5 teams, Child Safety, Child Health, Child Programs, Juvenile Justice, and Supporting Line of Business that work to identify technology and data related needs. These meetings create a partnership between the various lines of business and OIT to ensure that technology needs are being met.

#### **Statewide Policy and Practice Team**

The Statewide Policy and Practice (P&P) team grew from the Field Focus and In Home Tennessee workgroups that grew to have similar priorities around improving DCS policies, procedures, and

practices to further improve outcomes for children and families. Each RA has 2-5 representatives who participate in one of the 5 subgroups. (Foster Care/Custody, Safety/CPS, Non-Custody/CPS, Juvenile Justice, and Accreditation). The large group spends the first part of each monthly meeting day participating in large group discussions, and trainings. After large group, the subgroups break out and meet to discuss program specific agenda items, such as rewriting policies, and tackling problem performance areas.

### **Custodial**

The Custodial Team consists of Foster Care staff from across the state to make decisions on improvements to the Foster Care, Kinship, and Adoption programs.

### **Safety**

The Safety Team consists of CPS Investigators and Assessment staff from across the state to make decisions on improvements to the CPS program.

### **Non-Custodial**

The Non-Custodial Team consists of CPS Assessment staff and FSWs who work long term cases from across the state to make decisions on improvements to the CPS/MRS program.

### **Juvenile Justice**

The Juvenile Justice Team consists of Juvenile Justice Staff from across the state to make decisions on improvements to the Juvenile Justice program.

### **Accreditation**

The Accreditation Team consists of staff from each region and YDC from across the state and various disciplines to make decisions on improvements to any area of DCS where the team has assessed a need to enhance performance related to COA standards.

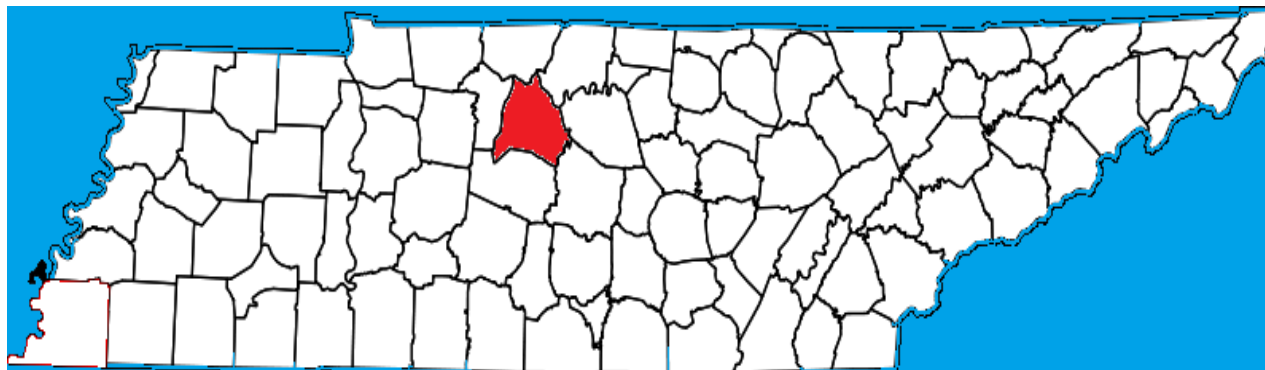
### **CQI Schedule**

<b>CQI Workgroup</b>	<b>Regular Meeting Time</b>	<b>Facilitator</b>
Commissioner's Executive Leadership and Senior Leadership Teams	Weekly	Commissioner Henry
MAC	Quarterly	Lee Gregory
LEAN CQI Team	Monthly	Tony Nease/Christina Fly
PRC	Monthly/Quarterly	Charity Parish
Statewide Policy and Practice Team	Monthly	Sandra Wilson
Foster Care	Monthly	Diane Irwin
Safety	Monthly	Carla Aaron/Kate Greer
Non-Custodial	Monthly	Marjahna Hart
Juvenile Justice	Monthly	Jacqueline Moore
Accreditation	Monthly	Misty Neeley



Davidson Region  
CQI Program Regional Structure

## Regional Description



Davidson Region is the second largest urban region within the Department of Children's Services in Tennessee. Davidson County as of the 2010 census, population was 626,681 with the county seat being Nashville. In 1963, the City of Nashville and the Davidson County government merged, so the county government is now known as the "Metropolitan Government of Nashville and Davidson County," or is better known as "Metro Nashville". Nashville, located on the Cumberland River, has always been the region's center of commerce, industry, transportation, and culture, but it did not become the capital of Tennessee until 1827 and did not gain permanent capital status until 1843.

Nashville has earned the Nickname of the "Music City" due to the first around the world tour by the Fisk Jubilee Singers from Fisk University in Nashville. Their efforts helped to fund the University's mission of educating freed slaves after the Civil War. This put Nashville on the world map as a global music force. Upon playing and singing for the Queen of England, the queen stated the Fisk Jubilee Singers must come from the "Music City". Nashville has a thriving popular Country Music scene that supports country music artist worldwide. Nashville hosts the Country Music Awards (CMA's) each year honoring the biggest names in Country Music for their achievements and contributions to genre. Nashville is also home to the legendary Grand Ole Opry, Country Music Hall of Fame and most recently, the new Music City Center.

Nashville is the home of several Universities that value a strong education for all such as Vanderbilt University, along with two historical Black Universities, Tennessee State University (TSU) and Fisk University, home of the world famous Fisk Jubilee Singers. Nashville is also the home of the National Football League "Titans". Nashville host several festivals each year that cater to various taste. A popular one made famous because it is a unique food to Nashville is "Hot Chicken". Nashville is also home to the "Goo Goo Cluster".

In the Davidson Region there are approximately 305 employees in three locations with a total of seven Team Coordinators (TC), A Deputy Regional Administrator and Regional Administrator. Davidson is driven to excellence through its core values which are identified as:

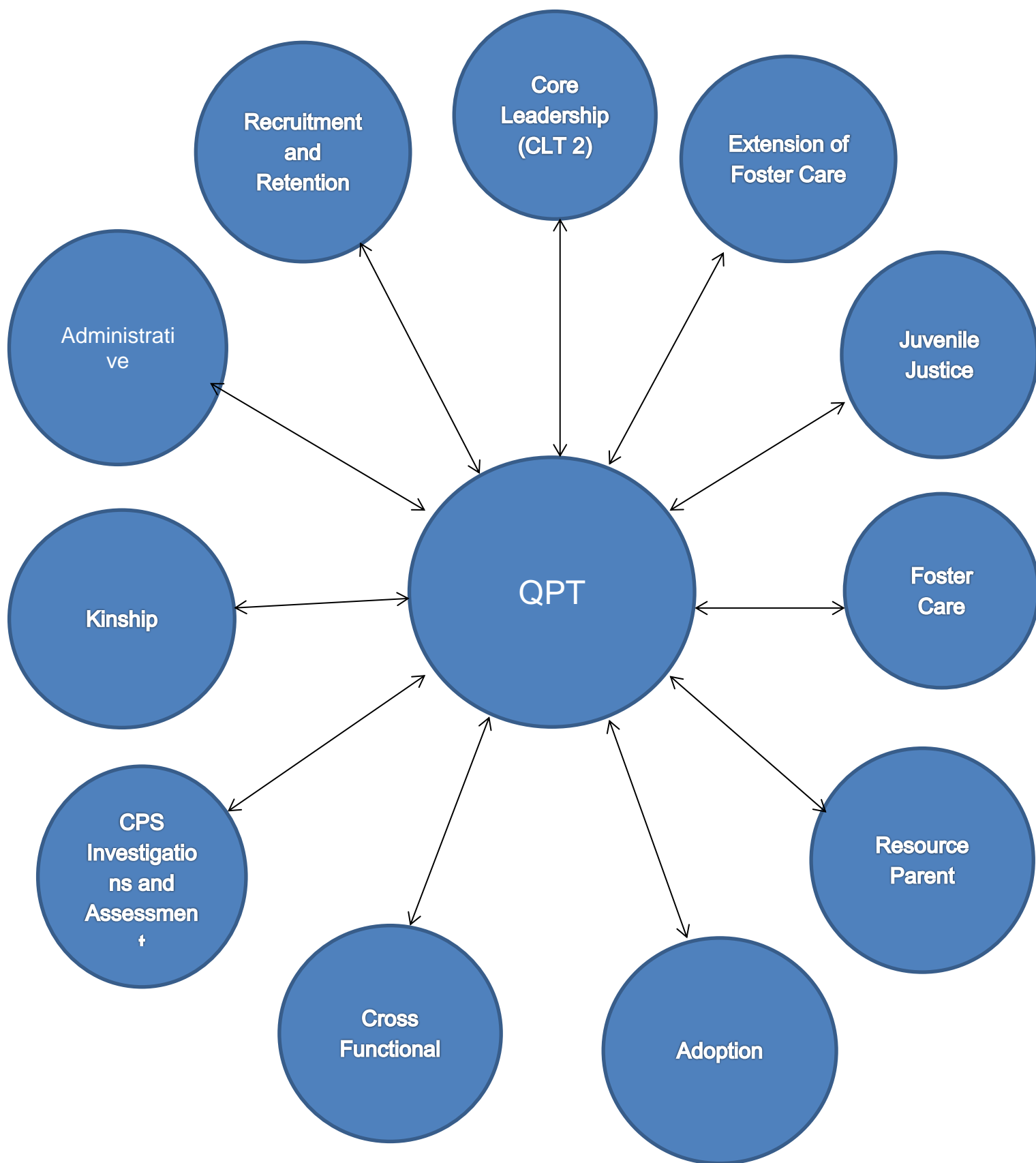
1. Every Relationship Matters.
2. Every Interaction is important.
3. Treat everyone with respect.
4. Children deserve to be safe and be heard
5. We are all on the same team.
6. We value our Community Partners.
7. We respect and include Birth Parents.
8. We respect and support Resource Parents.
9. All case management activities are critical.

Davidson focuses on the family unit as a whole and believes that strong family planning comes from building and maintaining a strong support system, true integration of assessments in case planning, along with strong mentoring/coaching of frontline staff to engage families to make identified changes. This in turn fosters strong customer supports and helps to develop skilled workers, stronger leadership, and firm decision making. The Davidson region actively utilizes the Continuous Quality Improvement (CQI) teams through the use of interested employees and Community Partners around their specific area of interest within specific practice areas. These teams are the driving force and core of the Davidson's CQI process that develops regional and individual goals by utilizing all possible available data to enhance best practice ideals within the region and problem solve identified issues through referrals from the expertise of field staff. This is important as this process allows for feedback and guidance around any identified issues.

### **Leadership CQI Workgroup(s)**

Davidson's Regional Quality Practice Circle (QPT) meets every third Wednesday of each month at 9am until noon. The QPT is the circle where all information flows through and is disseminated to the other circles. Each circle is required to report out to the QPT each month, the projects that each circle is focusing on as well as the data streams that are being followed by each circle. The QPT functions as the circle for regional information and fosters the communication between circles about progress on issues presented to their respective circles.

The regional leadership circle is known as CLT2 (Core Leadership Team 2). This circle meets directly after the QPT meeting to address any and all regional circle issues that have been referred. This circle makes decisions for the region and decides what issues can be resolved or if it needs to refer the issues up to the Central Office Circles for clarification or resolution.



## CQI Workgroups

### **Administrative:**

This circle addresses issues around office safety and the general up keep of the offices of the Davidson Region. The team consists of the Administrative support staff team members. This circle impacts the Emergency Response Preparedness Plan, Security of the offices and staff as well as any other issues that might impact the safety of customers or staff while in the offices.

### **Adoption:**

This circle focuses on the issues of adoption either with the process or helping to find ways to recruit new homes into the foster care system with the hopes of long term adoption. Recruitment is a major focus of this circle. This circle involves Community Partners some which are on the Community Advisory Board (CAB).

### **Extension of Foster Care:**

This circle is involved in working on issues surrounding those customers who are aging of the system but who are in need of long term services past their majority age of eighteen. This circle helps to develop strategies and identify ongoing informal or formal resources for this population of customers. Some CAB members as well as other Community Partners are involved with this circle as well as Resource Linkage staff.

### **Cross Functional:**

The Cross Functional Circle focuses on issues with providers and DCS around issues of placement. This circle utilizes current data to understand the occurrences of placement of the customers as well as identifying what are more needed resources for the customers we serve. This circle involves numerous Placement Providers, DCS staff and Community Partners.

### **Resource Parents:**

This circle is response for looking at the issues surrounding Resource Homes and the customers they serve. This circle is a source of ongoing information as to how to better communicate with Resource Parents about their needed supports and developing strategies to address those issues. This circle also focuses on the recruitment of Resource Homes. This circle is attended by Resource Parents, DCS Staff and the Foster Parent Advocate.

### **Kinship:**

The Kinship Circle centers on the issues of kinship care and identifying solutions to those issues. Kinship Circle works closely with Resource Linkage Staff, Community Partners, Relatives of Customers and other DCS staff to meet these identified needs.

### **Child Health:**

Child Health, formerly known as Well-being Circle, is as its name described. A complete focus on Child Health issues both physical and mental. This circle is primarily comprised of DCS Well-Being Staff who identify trends of children entering custody and give recommendations on what assessments may benefit the child. This circle tracks data around the EPSD&T and ensures that all new children presented to custody in DCS is triaged for a better course of care.

**Foster Care:**

This circle has been re-introduced to the region and is in its beginning stages of development. This circle's primary focus is on the issues surrounding foster care workers. This circle is starting to use data to track ways to improve their day to day work in order to become more efficient. The Foster Care is also working on their Child and Family Team Meeting processes in order to increase engagement with families as well as effective case planning for the long term for the customers.

**Juvenile Justice:**

Juvenile Justice Circle is the primary source for development of strategies for Juvenile Justice Issues that impact the region. The Juvenile Justice Circle has focused most recently on how to improve the Child and Family Team Meeting process to aid in the scoring of engagement, more effective planning for children and families as well as long term views for those customers.

**Child Protective Services (CPS):**

CPS Circle is tasked to focus on issues among CPS for Davidson County and ways to improve practice. The CPS unit in Davidson is the pilot program for a new CPS process statewide. Davidson CPS Circle is focused on the issues around child safety, response times, quality case closures as well as the utilization of assessments to impact case practice. The current changes in CPS within Davidson Region will impact the state as whole and issues are being addressed within this circle as they arise.

**Recruitment and Retention:**

This Circle is dedicated to working with Local Community Partners, CAB Members as well as DCS staff to develop and enhance the current pool of foster home available to customers. This circle has worked on several community projects to aid DCS in the recruitment and retention of homes.

**Regional CQI Schedule**

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Administrative	Each Quarter	Rosemary Hayes	Rosemary Hayes
Adoption	Bi-Monthly	Cassandra Jordan	Jessica Timlin
Extension of Foster Care	Monthly	Sherry Porter	Sherry Porter
Cross Functional	Monthly	Sandy Jones	Sandy Jones
Resource Parents	Bi-Monthly	Sherry Porter	Sherry Porter
Kinship	Quarterly	Angela Bryant	Angela Bryant
Child Health	Monthly	Charlotte Rosenbalm	Charlotte Rosenbalm
Foster Care	Monthly	Raymond Jenkins	Raymond Jenkins
Juvenile Justice	Monthly	Bobby Smotherman	Rotates each meeting
CPS	Monthly	Maryam Abdullah	Anne DePrekel
Recruitment and Retention	Quarterly	Kathy Strickland	Sherry Porter
QPT	Monthly	Regional Administrator	Natalie Hudgens
CLT 2	Monthly	Tiwana Toney	Rotates each meeting

## East Region CQI Program Regional Structure

### Regional Description

Our Region which is comprised of eight rural counties: Anderson, Campbell, Loudon, Monroe, Morgan, Roane, Scott, and Union with our Regional Office being located in Anderson County. Our eight counties stretch from the Kentucky border to the North Carolina border. You can experience a plethora of landscapes of breathtaking natural beauty to the very cutting edge of science and technology. People travel from afar to take in the natural beauty that our area has to offer throughout the year, but especially in the fall. Our area provides every opportunity for any outdoor activity available. Our Region is rich with dams, lakes, rivers and waterways throughout the Region and hosts fishing tournaments that Anglers participate in each year. There are several State Parks in our region for example, Frozen Head, Indian Mountain, Big Ridge and Norris State Park and Dam which is only a few minutes from our Regional Office in Clinton. You cannot mention the lakes and dams in East Tennessee without mentioning TVA's part in their creation and the advancement in the creation of cheap electricity for our rural communities. Lastly because of East Tennessee's obscure location, Oak Ridge, now known as the Secret City, became the ideal location for the uranium enrichment facilities of the Manhattan Project.

We have approximately 185 employees in our Region stationed in different county offices within the region. We have 24 Team Leaders, 4 Team Coordinators, a Deputy Regional Administrator and our Regional Administrator. Our Region is ultimately dedicated to the safety, permanency and well-being of our children through a more customer focused environment; and we strive for our practice to continuously improve as we involve more of our community partners. Our Region uses data extensively as a base for self-evaluation and we plan and act to improve our practices for better outcomes for our children and families that we are here to serve.

### Leadership CQI Workgroup(s)

#### Core Leadership Team Meeting

Our Region has a Core Leadership Team Meeting the first Monday of each month to share vital information from central office, for training and development and discuss different regional data. Data covered in these meetings are the Regional Scorecard data including: CPS Overdue reports, Priority response reports, Face to Face reports, Parent-Child Visitation report, and EPSD&T reports, QSR data, ERPP and any other data relevant at the time. The Risk Management Matrix is also discussed in this meeting as well. Although participation is open to anyone in the region, team leaders are required to attend and share information gained from this meeting to their teams through their own staff meetings. Community partners are invited to come in to discuss different programs and services they have available to customers in our area.

#### Core CQI

Our region has Core CQI meetings which happens the second Thursday of each month. If any of our county or other team meetings within the region feel the need to send any issue up that they could not resolve, we encourage them to send their issue to our core CQI team that meets on this day. We also encourage members from any of the other regional team meetings to attend this meeting as well.

to encourage communication around what is happening in other CQI meetings in the region. Timeliness of case recordings, QSR, serious incident reports and placement exception requests data are reviewed at this meeting along with any data presented as an issue from any other CQI meeting.

### **Quality Practice Team**

Quality Practice Team meets every third Tuesday of each month. This team consists of leadership across disciplines within the region. They have been able to identify and create appropriate trainings for the region as well as identify future needs. Community partners are invited to participate in this team and provide input to meet training needs. They have partnered with us on various training needs such as the Trauma Training Series that was created by our Center of Excellence through Cherokee Mental Health Center. Crisis Management teams were created out of QPT in addition to De-escalation Skills Training. SS training and CPS training came out of QPT that focused on skill building for FSWs and Case Managers of those respective program areas. Other examples include gang training, NAS training to Resource Parents (which also impacted Knox and SM Regions) and drug training. This team also reviews the results of QSR and works on next steps to improve scores around those problem indicators that were identified during the process.

### **CQI Workgroups**

#### **Cross Functional/In Home Tennessee Team**

This team meets alternate months to drive collaboration and communication with our community partners. This team primarily consists of leadership but is open to anyone in the Region including Placement Staff, Facilitators, CANS coordinator, CQI Coordinator, and Well-Being staff. In addition, various private providers and community partners attend on a regular basis in order to collaborate with DCS. These partners are really the driving force behind the success of this team. They discuss issues identified by the group such as placements for our children in relation to the data on custody entries and exits. In Home Tennessee focuses on A&D issues and identifying means to increase the resources available to our families as well as cross/joint training for providers and DCS. Emphasis is placed on ways DCS can partner with contract agencies to address intervention and prevention in order to better serve our families, prevent children from coming into custody, decrease repeat referrals, and reduce trauma to children. This team routinely reviews the following reports: Parent/Child Visitation, Sibling Visitation, EPSD&T, and F2F contacts. In addition Chapin Hall data and PBC data are discussed.

#### **Well-Being Meeting**

This team meets quarterly and is composed of the Regional Nurse, Psychologist, Education Specialist, Independent Living Specialist, Health Advocacy Representative, and the CANS consultant. They make continuous efforts to improve the well-being of our children we serve by addressing their physical, mental, educational and independent living needs and review of SAT work aids.

#### **Social Services Cluster**

The Social Services Cluster team meets quarterly and consists of staff from each Social Services/Permanency team throughout the region. This group examines data including parent/child visitation, QSR results annually, and focuses on COA readiness and policy updates. They also focus on organizational skills/time management, data entry, and skill building to assist the FSW with job performance improvement.

**Social Services Team Leader**

The Social Services Team Leader team meets quarterly and includes all of the Social Services/Permanency Team Leaders from within the region. This team works to problem solve region wide challenges and focus on the QSR data elements as well as quality improvement of service delivery.

**Parent/Child Visitation Team**

The Parent/Child Visitation Team includes a large group of Social Services staff who look at challenges related to parent/child visitation and track associated data to monitor progress. This group meets every other month.

**Juvenile Justice Cluster**

The Juvenile Justice Cluster team meets quarterly and consists of staff from each Juvenile Justice team throughout the region. This group examines QSR data and focuses on policy updates, QSR results annually, and COA readiness.

**CPSA/CPSI Team**

The CPSA/CPSI Team meets quarterly to discuss cross program issues. This team reviews data on overdue CPS cases, Priority Response and works on service delivery challenges. Participants in this team include Leadership and front line staff in CPSA and CPSI from each team throughout the region.

**Resource Parent Meetings**

Resource Parent Meetings are held in the counties on a monthly basis and then quarterly on a larger scale. Members participating in these meetings are active foster parents in the regions, resource parent support staff and other DCS staff. They cover issues that our resource parents deal with such as obtaining necessary clothing allotments, ensuring strong communication is occurring between the RMU unit, the resource parents, and the Social Services staff, placement issues and the need for different training opportunities such as learning de-escalation skills that could possibly salvage a number of placements. Recruitment and retention plan data and QSR data is reviewed in these meetings. This team also places focus on Lifebook's for children in custody.

**Regional Cluster Social Services Meetings**

The Campbell County Social Service team meets monthly, as does the Anderson/Union Cluster. These meetings focus Parent/Child visitation, Face to Face reports, EPSD&T reports, and QSR results. COA Readiness and case specific reviews are discussed at these meeting as well.

**County Office Meetings**

Members of these meetings are usually someone from every discipline within the office where that meeting is happening, with the office TL usually facilitating. These meetings are held to address issues to keep each office safe for our employees, families, and community members. These teams are responsible for the ERPP and related COA standards (RMS, ASE). They also address daily operation procedures in order to prevent potential conflicts and maintain harmony within the office.



### Grand East Juvenile Justice/YDC

The Grand East JJ team includes JJ representatives from each of the Grand East regions including Northeast, East, Knox, and Smoky Mountain and Mountain View YDC staff. This team meets quarterly and addresses issues such as JJ QSR results, caseload management, and service delivery for JJ youth.

### Specialty Teams

These are as needed meetings that are scheduled sporadically throughout the year as needed for various staff and teams such as regional facilitators, Resource Placement Services, Permanency Support, and Resource Management Unit.

### Regional CQI Schedule

<b>CQI Workgroup</b>	<b>Regular Meeting Time</b>	<b>Facilitator</b>	<b>Scribe</b>
CLTM	First Monday Monthly	RA or DRA	Haley Collins
Core CQI	Second Thursday Monthly	RA /CQI Coord	Haley Collins
QPT	Third Tuesday Monthly	Jessica Buckner	Haley Collins
Cross Functional/In Home Tennessee	Alternating Months Third Wednesday	Patricia Trentham/ Jessica Buckner	Domonica Bryan
Well Being	Quarterly	Sonya Bates	Varies
Resource Parent Meeting	Monthly	RPS Staff	Varies
Social Services Cluster	Quarterly	Varies	Varies
Social Service Team Leader	Quarterly	Varies	Varies
Parent/Child Visitation Team	Every other month	Renick Colson	Varies
Juvenile Justice Cluster	Quarterly	Varies	Varies
CPSA/CPSI	Quarterly	Varies	Varies
Regional Cluster Social Services Meetings	Quarterly	Regional Leadership	Varies
County Office Meetings	Quarterly	Varies	Varies
Grand East Juvenile Justice/YDC	Quarterly	Varies	Talitha Freeman
Specialty Teams	As needed	Varies	Varies

## Knox Region CQI Program Regional Structure

### Regional Description

The Knox County region is one of the state's three one-county metropolitan regions. Knoxville is the largest city in the region and is the 3rd largest city in the state of Tennessee with approximately 179,000 residents according to the 2010 census.

Approximately, 200 employees are stationed in the Knox Region. All employees are housed at the main DCS office with the exception of 2 Court Liaisons who are housed at court. Several Central Office employees are also located in the Knox Region and provide additional support on areas such as, Child Protective Services Investigations, Adoption Assistance, Licensure, Fiscal, Training, Program Accountability Review (PAR), Quality Service Review (QSR), Program Evaluation, Continuous Quality Improvement (CQI), Customer Focused Government, Information Technologies, Independent Living, Special Investigations Unit (SIU), Well-Being and Program Support.

The Knox region is dedicated to improving practices in order to support the Mission and Vision of DCS. The Knox Region has 8 regional CQI teams. These teams are designed to problem solve around opportunities for improvement from data gained from surveys, Quality Service Reviews, case reviews and data gathered from the TFACTS.

### Leadership CQI Workgroup(s)

#### Core Leadership

The Core Leadership meeting is held once per month in the Knox region. This meeting typically occurs on the second Tuesday of each month. During Core Leadership, information is disseminated from the Regional Administrator meeting and each program area has scheduled time on the agenda to discuss areas of regional importance. Team Leaders are encouraged to attend and filter the information gained from Core Leadership to their teams through their staff meetings. Often, the Core Leadership team invites community partners come in to discuss programs and services they have available to customers in the Knox region.

#### Quality Practice Team

The Knox Regional Quality Practice Team (QPT) is a chartered team which meets once per month. This team consists of at least one member of each of the regional CQI teams, the Deputy Regional Administrator and designated members of the training unit. The facilitators for the Regional CQI teams are encouraged to attend but are asked to send a representative to the QPT if they cannot commit to this. Time is set aside during each meeting for each Regional team to discuss their team's progress. This helps the region ensure improvement initiatives are not being duplicated, each CQI team is able to support one another and all teams are moving in the same direction. Stakeholders from Omnivisions and Vanderbilt participate as members of this team.

## **CQI Workgroups**

### **Safety Team**

The Safety Team includes Family Service Workers (FSW), Team Leaders (TL's) and Team Coordinators (TC's) from both CPS and Social Services with ad hoc members utilized as needed. The purpose of the Safety QPT is to identify risks to the safety of children, families, visitors, staff, DCS and the community in order to reduce those risks and improve service provision internally and externally.

### **Permanency Team**

The Permanency Team is comprised of TL's, TC's and FSW's from Social Services and Resource Parent Support as well as the Regional Kinship Coordinator and Child and Adolescent Needs Services (CANS) Consultant. The purpose of the Permanency QPT is to reduce system barriers to assist families in achieving timely permanency.

### **Well-Being Team**

The Well-Being Quality Practice Team is composed of individuals from the Well Being Unit (Psychologist, Education Specialist, Independent Living Specialist, Health Advocacy Representative, Service and Appeals Tracking Coordinator, Nurse, and CANS Consultant), Well-Being Liaison, Team Leader, and FSW. The purpose of the team is to continue efforts to improve the well-being of children and families that we serve by addressing their physical, mental, educational, and independent living needs.

### **Employee Support Team**

The Employee Support Team is comprised of DCS staff from all program areas within the region. The purpose of the Employee Support Team is to support Knox Region by ensuring staff have a safe, ethical working environment.

### **Juvenile Justice Team**

The JJ CQI team is composed of the Juvenile Justice team, a facilitator, a member of the resource management unit, a supervisor, and a court liaison. The purpose of the JJ Team is to reduce recidivism rates and rehabilitate juvenile offenders while ensuring safety for both the youth and the community.

### **Recruitment, Retention and Kinship Team**

The Recruitment and Retention Circle is comprised of DCS staff from all program areas and active foster parents in the region. The purpose of the Recruitment, Retention and Kinship Circle is to support our Knox Region foster parents as they care for our children, explore options to retain our current foster parents, and brainstorm methods of recruiting new foster parents.

### **Youth Team**

The youth circle is composed of CWBC's, FSW's, individuals from the Well-Being unit, JJ staff, community partners, Resource Parent Support staff and the CQI coordinator. The purpose of the Youth Team is to assist youth transitioning into adulthood, to find solutions to current issues that Knox Region foster care youth are facing, and to ensure quality services are provided to these youth.

### Professional Development Team

The Professional Development Team is composed of the Accounting Technician, Resource Linkage and Volunteer Coordinator, Human Resources Technician, On the Job Training Coordinator, Regional Nurse, Regional Psychologist, Master Trainer, TFACTS Trainer, TL's, CANS Coordinator, Regional Facilitator, CQI Coordinator and FSW's. The purpose of the Professional Development Team is to utilize data to assess the professional development needs of the staff, foster parents, community partners and other stakeholders in order to ensure delivery of a wide range of relevant, high quality training opportunities.

### Regional CQI Schedule

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Core Leadership	2 <sup>nd</sup> Tuesday of each month	April Anderson, Regional Administrator	Varies
Regional Quality Practice Team	2 <sup>nd</sup> Friday of each month	Katie Lotito, DCS Facilitator	Karen Bayless, Secretary
Safety Team	3 <sup>rd</sup> Tuesday of each month	Dawn Smith, CPS Team Leader	Varies
Permanency Team	3 <sup>rd</sup> Thursday of each month	Dave Hall, Social Services Team Leader	Varies
Well Being Team	4 <sup>th</sup> Tuesday of each month	Dr. James Montgomery, Psychologist	Scott Melton, Nurse
Employee Support Team	3 <sup>rd</sup> Friday of each month	Kim Harvey, Social Services FSW	Varies
Juvenile Justice Team	3 <sup>rd</sup> Tuesday of each month	Sara Bates, Facilitator	Ashley Chipman, Juvenile Justice FSW
Recruitment, Retention and Kinship Team	2 <sup>nd</sup> Wednesday of each month	Jennifer Stamper, Resource Parent Support Team Leader	Sarah Shults, Resource Parent Support FSW
Youth Team	2 <sup>nd</sup> Thursday of each month	Aubrey Newton, Social Services Case Manager	Amy Dawson, Child Welfare Benefits Counselor

### CQI Data

Each CQI Circle is responsible for reviewing data on a periodic basis based on when the reports are completed. Monthly reports include the DCS Scorecard (some data elements are only available quarterly), CANS, Incident Reports and Accidents. Quarterly reports include the Case Process Review results and all elements of the Risk Matrix. Annual reports include satisfaction surveys and QSR results. Risk Matrix results are reviewed quarterly and teams are responsible for developing a plan for any areas where the Knox region falls below the target indicated on the Matrix.

Note: These measures will be updated as the Accountability Plan and Risk Matrix are updated for DCS. All changes will be approved through the Knox QPT.

Knox CQI Circles	CQI Data	Risk Matrix	COA Standards
Safety	DCS Scorecard (% of CPS Investigations over 60 Days, % of CPS Assessment over 120 Days, Investigation Average Time to Case Closure Assessment Average Time to Case Closure, Non-custodial cases with At Least One Face to Face Contact) other as requested by QPT	Priority Responses	CPS
Permanency	DCS Scorecard (% of Brian A. custody Cases with at Least Two Face to Face Contacts, % of Parent-Child Visits with at Least Two Contacts per Month, % of Sibling Visits Not Completed % of Children in Custody Less than 24 Months, % of Reunification within 12 Months), other as requested by QPT	# of TPR's not filed within 30-days of request (will need to include a legal representative), Face to Face Contacts (FSW/Child, Parent/Child, Sibling Visits)	Foster Care; Adoptions; Kinship; Juvenile Justice
Well Being	DCS Scorecard (EPSD&T Completion Rate), CANS, other as requested by QPT	Eligibility (Applications processed within 30 days, TNCare Select forms are received from staff, Recertification applications are processed within the "due" month, EPSD&T Medical and Dental Monitoring, TennCare Appeals	Behavior Support Management
Recruitment, Retention, Kinship	Resource Parent survey, % of Youth Placed within 75 Miles, # of Resource Homes Approved Timely, Resource Home Voluntary Exit Surveys	Brian A Placement Exception Requests, Detention Placement Longer than 14 Days, Investigation of Abuse in Foster Homes, # of homes that did not receive re-assessment every 2 years, # of corrective action plans, # of expedited placement with children in them but not approved within 120 days, # of requests for	

		services over 90-days, % of children in congregate care level 4 placement that receive a UR.	
Youth	# of Youth Attending Youth 4 Youth Meetings, # of Resource Parents Willing to Foster Teens, Extension of Foster Care Data, Independent Living Data		
Quality Practice Team	CQI, QSR, IR, CPR, birth parent survey	Consistent Reviews of Case Files	
Juvenile Justice	% of Juvenile Justice Cases with at Least one Face to Face Contact per Month; Recidivism		
<b>Knox CQI Circles</b>	<b>CQI Data</b>	<b>Risk Matrix</b>	<b>COA Standards</b>
Employee Support	Job Satisfaction Survey, Community Partner Survey, Contractee Survey, Accidents	Emergency Response Plan, Facility Observation Checklist, # of complaints by building that pose health/safety hazards, Overtime (# of staff with overtime over 20% of income, FTE overtime in excess of FTE vacancy rate), Accidents, Separations, Regional Bank Accounts	Administrative Service Environment; Financial; Ethical; Client Rights; Human Resources; Risk Management; Performance Quality Improvement

## Mid-Cumberland Region CQI Program Regional Structure

### Regional Description

The Mid-Cumberland Region consists of 8 counties: Montgomery, Cheatham, Robertson, Williamson, Wilson, Trousdale, Sumner, and Rutherford. Some of the counties are combined into clusters for purposes of supervision: Cheatham/Robertson/Williamson and Wilson/Trousdale.

The population of these counties totals 1,050,914 according to U.S. Census statistics. This does not include the population of Fort Campbell and The 101<sup>st</sup> Airborne Division, which straddles the state line between Tennessee (Montgomery County) and Kentucky. The population of that base is 62,886, inclusive of active duty officers, active duty enlisted, and family members.

Race, ethnicity, and cultures are widely mixed within the region, with the range of variation dependent on location. The county with the most diverse distribution is Montgomery County and this is mostly due to the military installation which is comprised of individuals from all over the country.

The geographic area encompasses a total of 3,734.34 square miles. Infrastructure is varied, with Interstates (I-24, I-40, I-65) crossing through some of the counties in the south, east, and northeast in the region (more urban areas), while in other areas; infrastructure is limited to small two-lane roads maintained by the counties or other jurisdictions. Railways provide means of transport for industry in some counties. Additionally, some counties have small airports that provide a means of support for businesses. Public transportation is limited to cities such as Murfreesboro (Rutherford County) and Clarksville (Montgomery County). Resources are also more readily clustered around the urban areas, with the rural areas having fewer to no resources, or resources that have long waiting lists. Industry and employment rates are also varied dependent on location. Household income ranges from a high median of \$91,146 in Williamson County to a low household median income of \$43,613 in Trousdale County. Poverty levels also vary, with the poverty-level-population sitting at a low of 5.8% in Williamson County and a high of 16.2% in Montgomery County. Housing costs are greatly varied – with the high median cost again being in Williamson - \$337,000 and the low median cost in Trousdale County at \$116,800. Many other demographic facts are readily available on Tennessee websites such as TDOT and also on sites such as the US Census Bureau.

In terms of how this data impacts the work of DCS, it is fairly simple to predict some of the strengths and the challenges. In areas where unemployment is high, resources are scarce, and public transportation doesn't exist: this translates as longer drives for families to access resources and longer wait times for critical support. Additionally, families may not qualify for the resources or they may be placed on a waiting list. In areas where the resources and community supports are strong, such as Montgomery County, Rutherford County and Williamson County, an easier path exists for families to access solid supports.

### Leadership CQI Workgroup(s)

The Mid-Cumberland Region maintains two teams at this level. One team is the Quality Practice Team (known as QPT) and the other is Core Leadership.

**The Core Leadership Team** is comprised of management and its membership is by invitation if an individual is not already a member of the management team. The Core Leadership team addresses decisions, initiatives, and other issues that require a confidential setting and/or that are appropriate for management to address. This team receives referrals from other CQI teams within the region and works collaboratively with the Quality Practice Team as appropriate for specific initiatives.

**The Quality Practice Team** is comprised of all classification levels and areas of practice and the team serves as the second level of review for referrals made by other CQI teams in the region. The team also serves as a CQI team with a regionally based perspective and therefore utilizes data from regional reviews, such as QSR and CPR, in order to initiate practice improvement discussions and decisions. A QPT Liaison from all other CQI teams attends the QPT and reports on the work of their specific CQI team. A Practice & Policy Workgroup representative attends QPT and serves as the link of communication between Practice & Policy Workgroup and the Mid-Cumberland Region. The team also serves as a venue for report-outs of surveys that have been conducted on a statewide level and that produce results for each region. The QPT is assigned review of **COA Standards:**

**Administration and Management, Risk Management, and PQI (Performance and Quality Improvement).** The QPT also conducts the preliminary review of case files for COA file review.

### **CQI Workgroups**

The Mid-Cumberland Region supports the function of several additional CQI teams in addition to the QPT. Descriptions of the teams are as follows:

#### **Resource Parent & Kinship Circle (Level 1)**

##### **Assigned COA Standards: Kinship, Foster Care, Client Rights**

The Resource Parent and Kinship Circle focuses on the improvement of relationships and the improvement of practice with traditional Resource Parents and Kinship Providers. This circle is also dedicated to addressing needs and sharing successful initiatives developed by these providers. Additionally, the circle will focus on ways of increasing the percentage of kinship placements and means of reducing kinship disruptions. Interested staff from all areas and disciplines within the region can participate in this circle. Resource Parents, Kinship Providers, and Stakeholders are encouraged to participate in this circle.

#### **Professional Development & HR Circle (Level 1)**

##### **Assigned COA Standards: Training and Supervision, Human Resources, Ethics**

The Professional Development and HR Circle focuses on training, development, as well as coaching, and mentoring. Their work also centers on ensuring that the region is able to provide the training tools and HR support necessary to meet the career needs of all staff. The membership of the circle is comprised of DCS training staff, HR staff, and interested staff from any areas and disciplines within the region.

#### **Juvenile Justice Workgroup (Level 1)**

##### **Assigned COA Standards: Juvenile Justice, Client Rights**

The Juvenile Justice Workgroup is composed of JJ staff as well as any interested staff from any area or discipline. The circle is a primary resource for developing strategies and initiatives for practice improvement in Juvenile Justice while also considering how to increase community safety as it relates



to this population. A main area of focus is to identify barriers and develop solutions for providing quality services for youth who are adjudicated Delinquent. This circle focuses on ideas of how to develop informal supports that are sustainable over time for youth that are exiting the system, as data has shown this to be an area of challenge.

### **Social Services Workgroup (Level 1)**

#### **Assigned COA Standards: Foster Care, Adoption, Client Rights**

The Social Services Workgroup is composed of Social Services and Foster Care staff, as well as interested staff from any area or discipline. The team develops strategies and initiatives for practice improvement in this area. A main focus is to identify barriers and develop solutions for provision of quality services to children in foster care adjudicated as D/N or Unruly as well as those receiving FSS and FCIP services.

### **Child Protective Services / Safety Workgroup (Level 1)**

#### **Assigned COA Standards: CPS, Client Rights**

The Child Protective Services Workgroup is composed of CPS staff and interested staff from any area or discipline, but primarily CPS Assessment and Investigation. The team is the primary resource for developing strategies and initiatives for practice improvement in this area, inclusive of issues specific to CPS Overflow staff, who must balance dual roles. The Workgroup can also serve as a venue to discuss the evolving challenges as well as advantages resulting from the ongoing restructure of CPS.

### **Resources & Facilities Circle (Level 1)**

#### **Assigned COA Standards: Fiscal, Administrative Services Environment**

The Resources and Facilities Circle focuses on identifying fiscal barriers and assists in developing practical and functional resolutions to those barriers. The circle also focuses on ensuring that employees have a safe working environment and the tools needed to perform their duties. Risk management is a prevalent focus area for this circle. The Fiscal Director is a permanent member of the team, as is the Facilities Manager. Interested staff from all areas and disciplines within the region can participate in this circle.

### **Child Health Circle (Level 1)**

#### **Assigned COA Standards: Behavior Support Management**

The Child Health Circle focuses on ensuring that all of the children served by DCS have appropriate health and education services. There are a myriad of issues relative to this area of practice and in the past, teams formed around this focus area have produced innovative processes that have helped to increase efficiency and therefore, have improved our overall service to children and families. Interested staff from all areas and disciplines within the region can participate in this circle.

### **Recruitment & Retention Circle (Level 1)**

This Circle was newly formed in November 2013 to focus on specific goals for recruitment and retention of kinship families. The need for a separate committee was identified through work of the Resource Parent and Kinship Circle. One of their first goals is to increase Kinship placements to a level of 26% and higher across the entire region. The Circle will maintain and monitor statistics to determine their level of success in meeting this goal as well as other goals.

## In-Home Tennessee Teams

The Mid-Cumberland Region commenced their initiation of In-Home Tennessee in May 2013 and since that time; the region has completed several tasks in support of the process. The requisite teams have begun to form and meet. There will be several ongoing teams that function to support In-Home Tennessee. One team has already merged with a CQI team. A description of each team is as follows:

### Regional Implementation Team

The Regional Implementation Team is the oversight team for In-Home Tennessee in the Mid-Cumberland Region. This team serves as the point for monitoring and supporting any overarching tasks related to this initiative. This team also serves to make any broad scale management decisions related to In-Home Tennessee. **Family Preservation** is a subcommittee of the Regional Implementation team.

### Communications Workgroup

The Communications Workgroup serves in the capacity to develop and complete and regional communication plan regarding In-Home Tennessee activities, purpose and progress.

### Service Array Process Team

The Service Array Process Team provides support the for the region's service array assessments. The team develops practice improvement planning based upon the results of the service array assessments.

### Practice, Training and Coaching Team

The Practice, Training and Coaching Team is responsible to deliver In-Home Tennessee training and coaching. The focus of the team is to assist with the development of a regional coaching plan and culture. As of January 2014, the team has merged with the Professional Development and HR Circle to deliver the most efficient outcomes for this aspect of the In-Home Tennessee initiative.

## Regional CQI Schedule

<b>CQI Workgroup</b>	<b>Regular Meeting Time</b>	<b>Facilitator</b>	<b>Scribe</b>
CPS Workgroup	4 <sup>th</sup> Monday at 9:30	Angela Sadler	Alternating responsibility
SS Workgroup	3 <sup>rd</sup> Tuesday at 2:00	Kelly Westmoreland	Shannon Romans
JJ Workgroup	2 <sup>nd</sup> Monday at 1:00	Kathy Shannon	Doris Hoffman
Professional Development/HR Circle	2 <sup>nd</sup> Thursday at 1:00	Elizabeth Ellis	Joseph Wayne Hicks
Resource Parent/Kinship Circle	3 <sup>rd</sup> Wednesday at 11:30	Michael Spring and Keiana Reed	Alternating responsibility
Resources & Facilities Circle	3 <sup>rd</sup> Thursday at 9:00	David Krebs and Faye Head	Natalie Hamilton
Child Health Circle	2 <sup>nd</sup> Thursday at	Dr. Lisa Pellegrin	Kathryn Kranitzky

	10:00		
Quality Practice Team	4 <sup>th</sup> Tuesday at 9:00	Deirdre Lackey	Leann Smith
Recruitment & Retention Team	4 <sup>th</sup> Monday at 10:00	Natalie Adeleke	TBD
<b>In-Home Tennessee</b>	<b>Regular Meeting Time</b>	<b>Facilitator</b>	<b>Scribe</b>
Regional Implementation Team	TBD	Lisa Brookover	TBD
Family Preservation	TBD	Kimberly D. Moore / Pam Smith (Community Partner)	TBD
Communications Workgroup	3 <sup>rd</sup> Friday at 10:00	Marseeia Segovia	Alternating responsibility
Service Array Process Team	TBD	Angela Mitchell	Barbara Wolfe or as designated
Practice, Training & Coaching Team **Combined with Professional Development/HR Circle in January 2014***	2 <sup>nd</sup> Thursday at 1:00	Coretta Young was original Facilitator. Facilitator of combined Circle is Elizabeth Ellis.	Joseph Wayne Hicks

## Northeast Region CQI Program Regional Structure

### Regional Description

The Northeast Region is located in the Appalachian Mountains bordering Virginia and Western North Carolina. There are eight counties (Johnson, Unicoi, Carter, Sullivan, Washington, Greene, Hawkins, and Hancock) that the Department of Children provides services to in the Northeast Region. The Regional Office is located in Johnson City. The Regional office houses the Regional Administrator and Deputy Regional Administrator and other regional and central office staff that assist field staff. In all there are approximately 250 employees with the Northeast Region Department of Children Services.

### NE CQI Process and Culture

Every employee in the Northeast Region has an opportunity to participate on a CQI team. All employees are aware of the CQI process and how a referral is made to a CQI team. A CQI Computer Based Training is utilized on an on-going basis to educate new & existing staff to the process and benefits of CQI. The Regional CQI Coordinator provides information which explains the CQI process to all new employees and to community partners as requested.

In the Northeast Region, Continuous Quality Improvement is promoted as a step by step cycle of observing and reporting areas where efficiency and quality can be better obtained and taking actions to remedy problems. Services are measured for quality by timeliness, completeness, and effectiveness of service delivery. DCS places great value on each CQI team participating and contributing to quality improvement. Northeast has developed a culture of CQI over the last several years.

### Leadership CQI Workgroup(s)

Regional Leadership Workgroup which consist of the Regional Administrator, Deputy Administrator, Team Coordinators, liaisons from each Workgroup, and the regional training staff meet every other month on the 4<sup>th</sup> Monday to discuss region-wide issues, referrals from field staff, to review data such as Case Process Review Performance Improvement plans, Quality Service Review outcomes, surveys, and incident reports to identify areas of growth and opportunity. Each Liaison reports out what their workgroup is doing and to present any issues that are being bumped up to this team for resolution. It is an opportunity to foster communication between multiple workgroups on issues of shared interest or concern. This workgroup can send issues or areas of improvement out to the other workgroups for brainstorming and making a plan for improvement. The workgroup concentrating on that issue would, then, come back to this team and provide information on what the barriers were and what their plan is to make improvements. If the issue can't be resolved in the region and it is more of a statewide issue pertaining to policy change, etc., the issue can be bumped up to the Statewide Policy and Practice Workgroup.

### CQI Workgroups

#### Safety Workgroup

The Safety Workgroup comprise of the Regional Administrator, Deputy Regional Administrator. Team Coordinators, Team Leaders, Case manager 3s, and a representative from the Resource Parent Support Unit and a Facilitator from the Facilitator Unit. This workgroup addresses data such as priority response data, overdue cases, Case Process Review data, and Quality Service Review outcomes. This team, also, conducts a peer review at each of their QPT meetings. This team meets monthly.

Assigned COA standards: CPS; client rights

Assigned QSR indicator: Engagement

### **Permanency Workgroup**

The Permanency Workgroup comprise of Team Coordinators, Team Leaders from the Social Services units across the region, Family Service Workers from across the region, Resource Parent Support staff, Placement Provider agencies, Independent Living Specialist, facilitator from the regional facilitator team and other staff or stakeholders that may be able to provide input or suggestions regarding the issue that is being addressed. This workgroup reviews data pertaining to parent child visitation, AFCARS, CFTM meetings that occurred quarterly, EPSD&Ts, Quality Service Review outcomes, and Case Process Review trends. Barriers to why Family Service Workers (FSWs) are not able to do task that are required and what tools are needed to assist them in providing good customer service is discussed. This team meets monthly.

Assigned COA standards: Foster Care; Adoptions and Client Rights

Assigned QSR indicator: Voice and Choice and Engagement

### **Juvenile Justice Workgroup**

The Juvenile Justice Workgroup comprise of the Juvenile Justice Program Coordinator, Team Leaders, Family Service Workers from across the region. This workgroup address issues and concerns regarding youth that are delinquent or are on probation or aftercare. Data that is reviewed pertains to the FSW having the adequate tools and training to provide quality casework without suffering from “burn out”; this is based on tracking observations. This team, also, review recidivism data, YLS data, CFTM data, Case Process Review data and trends, and Quality Service Review outcomes. This workgroup meets monthly.

Assigned COA standards: Juvenile Justice; Client Rights

Assigned QSR indicator: Family Connections

### **Kinship/Recruitment and Retention Workgroup**

This workgroup consist of the Kinship Coordinator, Resource Parent Support staff, Team Coordinators, Path trainers, Resource Linkage Coordinator and TLs for Social Services. This team will review Case Process Review data and trends, resource parent surveys, approval of resource homes approved timely and the regional recruitment plan. This workgroup meets bi-monthly.

Assigned COA standards: Kinship; Client rights

Assigned QSR indicator: Voice and Choice other caregiver

### **Clerical Workgroup**

This workgroup consist of clerical staff from across the region. This workgroup looks at filing issues, office supply issues, and front desk coverage issues and any issues that involve the support of the employees and customer service. Data they will review pertains to supplies needed for the office, request made that could not be approved, number of time tools and equipment are not in working

order or request have been made for repairs and length of time taken to repair or replace equipment, observation of filing issues-number of files that need to be closed in the system by the clerical staff, but have not been completed and closed, and issues around space for the files. They will also address issues with front desk/customer service. This workgroup meets quarterly.

Assigned COA standards: Confidentiality, customer service, and office security

### Professional Development Workgroup

This workgroup consist of the regional trainers, the OJT coach, the training coordinator, and the Path trainer. This workgroup discusses evaluation from trainings, and request made by staff regarding training needs. This workgroup will review data pertaining to number of trainings that have been requested by staff and if the training occurred timely. This workgroup meets bi-monthly.

Assigned COA standards: Training and level of performance and knowledge of case management, and customer service.

Assigned QSR indicator: Engagement Child

### Cross Functional Workgroup

This workgroup consist of placement providers management staff, DCS management staff, CANS Coordinator, Well-being staff, Independent Living Specialist, Utilization Review Coordinator, and other stakeholders and DCS staff that provide assistance to field staff. This workgroup communicates and addresses issues around services that are required to meet the needs of the children and families we serve. This workgroup discusses and reviews data pertaining to EPSD&Ts, parent child visits, length of stay in care, placement within 75 miles, and Quality Service Review outcomes. This workgroup meets quarterly.

Assigned COA standard: Customer Service; Client Rights

Assigned QSR indicator: Successful Transitions

### Regional CQI Schedule

The Facilitators and Scribes rotate their position annually. This gives other group members the opportunity to develop their skills and empower their commitment to the CQI process. As of this date (8-2-13), listed below are the current Facilitators and Scribes for Northeast Region.

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Regional/Leadership	4 <sup>th</sup> Monday every other month@2:00	Lucretia Sanders-RA	Nancy Helsabeck – Team Coordinator
Safety Workgroup	2 <sup>nd</sup> Monday of each month@9:00	April Osborne-DRA	Patsy Stanley-Team Leader
Permanency Workgroup	3 <sup>rd</sup> Tuesday of each month@9:30	Amber Ball-TL	Travis Sherfey-Case Manager 2
Juvenile Justice Workgroup	2 <sup>nd</sup> Thursday of each month@9:00	Norman Frye-JJ Program Coordinator	Patricia Cook-Case Manager 3
Kinship/Recruitment and Retention Workgroup	2 <sup>nd</sup> Tuesday every other month@1:30	Erin Beese-Team Leader	Erin Beese-Team Leader
Clerical Workgroup	No regular meeting time, but meet quarterly	Darlene Carter-Secretary , Training Coordinator, Safety Manager, COA	Lagena Rutherford-CQI Coordinator

Professional Development Workgroup	4 <sup>th</sup> Monday every other month@1:00	Julie Mong-	Cindy Hensley-Trainer
Cross Functional Workgroup	2 <sup>nd</sup> Tuesday every other month@10:30	Betsy Butler-Youth Villages Provider agency	Lagena Rutherford-CQI Coordinator

## Northwest Region CQI Program Regional Structure

### Regional Description

The Northwest region encompasses the north western most part of the state stretching from the Tennessee River in the east portion to Reelfoot Lake in the west. The Northwest region is a rural area consisting of the following thirteen counties; Benton, Henry, Carroll, Weakley, Gibson, Obion, Crockett, Dyer, and Lake. Due to the size of the counties many are also grouped into clusters such as Weakley and Gibson, Henry and Carroll, Dyer and Crockett, and Obion and Lake Counties. On February 1, 2014 four additional counties were added to the Northwest region from the Mid-Cumberland region. Those counties include Humphreys, Houston, Stewart, and Dickson.

The geographic area of the Northwest region encompasses a vast land size and area. The Northwest region totals approximately 6,104 square miles and includes the third largest county in the state—Humphreys. According to the 2012 United States census the total population of these counties was 343,785. The median household income ranges from a high of \$45, 109 in Dickson County to a low of \$26, 212 in Lake County.

The Northwest region has many unique characteristics. The region contains two fully accredited universities with the first being the University of Tennessee at Martin in Martin, TN, and Bethel University in McKenzie, TN. Both universities host a multitude of undergraduate degrees and several graduate degrees as well. Northwest is also home to two former Governors: Ned Ray McWherter and Gordon Browning. The city of Paris, TN is home to the World's Largest Fish Fry, while Martin is known for the yearly Soy Bean Festival. Many other festivals are held throughout the region such as the Strawberry Festival in Humboldt, the Iris Festival in Dresden, and the Teapot festival in Trenton. All the festivals help draw in individuals from all different areas of the nation, which helps increase economic growth.

The economic staple in the Northwest region is centered on agriculture with much of west Tennessee being considered row cropland. Due to this, the two largest agricultural products stemming from Northwest are corn and soybeans. The largest industrial producer in Northwest had been the Goodyear plant in Union City where passenger car and light truck tires were produced. However, due to budgetary issues and outsourcing that plant was closed in 2011. However, other industries are located in Northwest such as Tyson Foods, Titan Tire Corporation, and the Kholer Company.

The Northwest region consists of approximately 166 employees and 22 Central Office employees located in the region. These employees are stationed in various offices throughout the region and consist of a Regional Administrator, Deputy Regional Administrator, three Team Coordinators, twenty Team leaders, nineteen Juvenile Justice Family Service Workers, forty two Social Service Family Service Workers, and thirty six Child Protective Services Assessment Family Service Workers. The Northwest region continues to ensure that the safety and well-being of the children and families that are served is held with the utmost regard. These standards are maintained by the regions commitment to the goals of continuing to improve quality case work, provide a framework for the documentation of existing quality improvement work as a way to coach and mentor throughout the



region, track and monitor trends and patterns in the region using data, and implement regional plans by teaming with employees, courts, resource parents, providers and community partners.

### **Leadership CQI Workgroup(s)**

#### **QPT/Core Leadership**

The regions Quality Practice Team(QPT) is the 2<sup>nd</sup> level of Continuous Quality Improvement and meets on a monthly basis and consists of Regional Leadership which includes the Regional Administrator, Social Service Team Coordinator, Child Protective Services Team Coordinator, Fiscal Director, CQI Coordinator, Regional General Counsel, Quality Team Leader, and other well-being team members as needed or necessary. When the team meets, dual purposes are served during the course of the meeting. The first portion of the meeting is so that the team can meet around CQI related issues such as discussions on CQI referrals, review quality data pieces, and to encourage communication amongst staff to best assist staff in continuing their quality case work and service delivery, which allows for the Team Coordinators to be able to share the information with their staff during team meetings accordingly. The QPT also focuses on the COA standards and how to ensure those standards continue to be implemented and maintained. The Council on Accreditation will be conducting their on site visit to the Northwest region May 4<sup>th</sup> through the 7<sup>th</sup>.

The second part of the meeting (Core) consists of upper management and provides an opportunity for the RA to discuss with the DRA and Team coordinators any pertinent information from the Regional Administrators meetings. This also provides the opportunity to discuss any management issues within the region and brainstorm opportunities as needed.

Also as part of the leadership plan, the Team Coordinators meet at least quarterly with their Team Leaders to share information that is discussed during the QPT. The Team Leaders then meet with their staff, monthly, to continue the flow of information to ensure all policies, best practice, and procedures are known and implemented throughout the region. This meeting between Team Leaders and the FSW's is referred to as Unit Meetings.

### **CQI Workgroups**

The Northwest Region currently has eight quality circles, including the QPT, which meet on either a monthly or quarterly basis as needed. Many of these circles have been tasked with discussing quality service review indicators that were developed in the 2013 Quality Service Review Performance Improvement Plan (QSR PIP). The 2014 Northwest quality service review was completed the week of February 10-13, 2014. The current QSR PIP was developed on 2/19/2014 and will be distributed amongst the CQI teams to discuss and followed up on. Work is diligently being done to ensure that these indicators, along with all the indicators, continue to improve or maintain their current level so that the region can continue to provide the best quality of services to the children and families we serve, in a timely and efficient manner. Other example items that are discussed amongst the workgroups include the regional and state scorecards, case process review data, and incident reporting data.

## **Child Health Workgroup**

This workgroup has been assigned the indicator tracking and adjustment and is currently meeting on a monthly basis. The CPS workgroup is composed of the Regional Administrator, Team Coordinator, CQI Coordinator, Quality Team Leader, CPS Team Leaders, and various CPS Family Service Workers. This team actively tracks the CPS cases regarding both investigations and assessments to ensure that they do not become overdue. Assessment cases, per policy, are to be closed and/or transferred within 120 days.

Data is used and discussed during the course of this meeting so that progress or areas of improvement can be outlined. Types of data discussed include, but not limited to: CPR PIP, percentage of assessment cases over 120 days, average days to case closure for assessment, and face to face contacts with children and clients.

This workgroup is also discussing causes that lead families to come into contact with the Department such as Methamphetamine use, prescription pill abuse, etc. On November 18, 2013 the Child Protective Services Investigation track transitioned to the Office of Child Safety with Central Office. However, CPSI staff continues to be involved with this circle.

Assigned COA standards: PA-CPS and PA-CR  
Assigned QSR indicator: Safety and Engagement

## **Permanency Quality Circle:**

This workgroup consists of the Regional Administrator, Team Coordinator, CQI Coordinator, Quality Team Leader, Social Service and Juvenile Justice Team Leaders, and FSW's. The workgroup also meets on a monthly basis. As children enter into DCS custody the Department must ensure that the family connections are being maintained. In doing this, both family and sibling visits must occur on a regular basis and be positive, strength based visits. The Northwest region continues to ensure that this is being completed and when barriers arise solutions are sought out and implemented. Staff also participates in the CQI process through their monthly unit meetings with their supervisors. Different DCS specialists can also participate as needed such as the educational specialist, regional psychologist, Independent living specialist, etc. Multiple data sets are used in this process to ensure quality and consistent practice such as the regional scorecard, face to face contacts, percentage of parent/child visitations, percent of children in custody less than 24 months, and timeliness of reunification.

Assigned COA standard: PA-FKC and PA-AS  
Assigned QSR standard: Family Connections and Teaming

## **Child Health Circle:**

The Well-Being workgroup consists of members from the health unit, including the Regional Psychologist, Regional Nurse, CANS consultant, SAT Coordinators, Educational Specialist, Quality Team Leader, Placement specialist, and the Health Advocate Representative. This workgroup has

been assigned the indicators Ongoing Assessment and Family Connections. During this time the CQI team meets to triage high risk children in custody and have the skilled professionals present that can assess and make recommendations that are needed based on the formal assessments and other available reports. The CQI team also discusses children that have recently entered into states custody to assure that every effort is made to place sibling groups together so family connections are maintained. A trend that has been seen throughout the region is the number of large sibling groups that are entering into custody, making it impossible to utilize the same resource home for groups of five and six. Incident reporting is also discussed to see if any trends are present. These trends are filtered based on placement, child, type of incident, and frequency of an incident.

COA standard: PA-FKC and PA-AS

QSR indicator assigned: Ongoing Assessments and Health and Physical Well-Being

### **Recruitment and Retention:**

The Recruitment and Retention workgroup consists of various members of resource placement support, home study writers, and occasionally service providers. This workgroup has been assigned the indicator of appropriateness of placement and meets on a monthly basis. The CQI team works with service providers to develop ways that can help in the recruitment of additional resource homes throughout the region. At this time there is a need to recruit more resource homes that are willing to accept teenagers with behavioral issues. Kinship placements continue to be looked into and urged to be used as a first option when viable. The recruitment workgroup plans for the yearly resource parent conference and asks the family service workers to nominate a resource parent of the year each year. The contract providers give ideas and techniques that have been successful in the past for them in recruiting additional resource homes. The regional recruitment goals are discussed during the workgroups to ensure they are being implemented.

COA standard assigned: PA-CR

QSR indicator assigned: Appropriateness of placement and Formal and Informal community supports.

### **Administrative Quality Circle:**

The Administrative circle consists of the office secretaries from each county office, a representative from the Fiscal department, the Regional Administrative Services Assistant, Human Resources Analyst, and the CQI coordinator. This workgroup is currently meeting quarterly or more as needed. The CQI team is currently working with each office to ensure that COA compliance is maintained and being achieved along with discussing ASE standards 1-8. The team has updated the Emergency Response Preparedness Plan and that was sent to all staff on 6/30/13. This team will continue to focus on preparing the regions different offices and human resources and ensure they are prepared for maintaining the states accreditation. The team will also deal with any referral from staff concerning any internal building and human resource issues.

### **Community Advisory Board:**

This circle is formed around DCS staff and multiple community partners. Each county in the region currently has a board that meets either monthly or quarterly as needed. This circle is facilitated by the DCS Kinship Coordinator and consists of the 13 different counties in the region. Each individual team consists of different community partners and professionals and operates differently based on that county's needs.

Assigned COA standard: PQI 5 and PQI 6

Assigned QSR indicator: Informal community supports and transitions.

### **Employee Recognition Circle:**

This workgroup is a short-term special team that includes staff from each of the divisions in the region. The circle meets on a monthly basis to discuss issues that arise amongst staff that may cause bad morale or that might affect quality cases work. The team works together to try and develop efforts that will increase that morale and recognize staff for their dedicated work in social services. If any systemic issues are discovered during the teams meeting those issues can be referred to the appropriate circle or to the quality practice team if necessary. The team has planned for a "mega day" on September 23, 2013, that will include the region. This event will recognize staff for their different years of career service and also serve as a COA kickoff to inform staff of their needed efforts to maintain accreditation. This team was discontinued in September 2013.

### **Regional CQI Schedule**

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Child Protective Services Workgroup	Team sets date following each meeting.	Camille Legins	Annibale Clericuzio
Permanency Quality Circle	Team sets date following each meeting	Bret Brooks	Bret Brooks
Recruitment and Retention	Team sets date following each meeting.	Claire Oliver	Claire Oliver
Well-Being Quality Circle	Team set date following each meeting.	Camille Legins	Annibale Clericuzio
Administrative Circle	Team sets date following each meeting.	Beverly Pierpoint	Tracy Hubble
Employee Recognition	Team sets date following each meeting.	Camille Legins/Kelly Keylon	Camille Legins
Regional Leadership Team (QPT)	Team sets date following each meeting.	Kitty Oliver	Beverly Pierpoint
Community Advisory Board		Amanda Warren	Amanda Warren

Shelby Region  
CQI Program Regional Structure

### Regional Description

The Shelby region is the largest single county region in Tennessee with a 2012 estimated population of 940,764 and a land mass size of 763.17 square miles. This urban metropolis is home to the cities of Arlington, Bartlett, Collierville, Germantown, Lakeland, Memphis and Millington. According to the U.S. Census Bureau, Shelby County has a diverse population that is estimated to be 52.8% African American, 37.9 % White, 5.9% Hispanic and 2.5% Asian. Befittingly to large urban areas, Shelby has the highest rate of at risk populations within the state. Shelby's Department of Children's Services served 1000 youth in care for the 2012 FY with approximately 350 employees. An unemployment rate of 9.7% (state average is 8.4%), the economic decline and scarce resources have continued to contribute to the rising number of youth and families in need.



### Regional CQI Workgroups

Continuous Quality Improvement Program Manual  
Revised: 4/1/2014

The **Quality Practice Workgroup** is the second level of review for all the other regional CQI workgroups. It makes regional decisions and initiatives to improve practice. A representative from each sub workgroup attends this meeting as does management and chosen staff that extends all the way to the front line worker. Membership is by invitation only. The team uses regionally based data to initiate practice improvement discussions and decisions, while communicating with and educating staff on evidence based best practices. The Quality Practice Workgroup reviews the following COA Standards: Administration and Management (PA-AM), Ethical Practice (PA-ETH), Client's Rights (PA-CR), Risk Prevention Management (PA-RPM) and Performance and Quality Improvements (PA-PQI).

The **Team Coordinator Workgroup** is an offshoot of the QPT Workgroup. This meeting is held for team coordinators, deputy regional administrators and the regional administrator. The meeting addresses the quality of case practices, improvements in resource parent recruitment and retention, outcomes for youth in custody, service provisions for youth transitioning to adults and staffing concerns. The Team Coordinator Workgroup reviews the following COA Standards: Administration and Management (PA-AM), Performance and Quality Improvements (PA-PQI), and Administration and Service Environment (PA-ASE).

The **Social Services Leadership Workgroup** (Permanency) is a workgroup comprised of Social Service Team Coordinators and Team Leaders. This workgroup was comprised to address practice improvements and decision making specifically within the Social Service area. The workgroup is responsible for improving relationships and practice with traditional and kinship resource parents while reducing barriers of care and services for the resource family and the family service worker. The Social Service Workgroup reviews the following COA standards: Foster Care Services (PA-FC), Adoption Services (PA-AS) and Client's Rights (PA-CR).

**Child Protective Services Workgroup** (Safety) reviews and improves regional Child Protective Services practice while addressing child, family and employee safety issues. The Child Protective Services Workgroup reviews the following COA standards: Child Protective Services (PA-CPS).

**Placement Services Division Workgroup** (Permanency) identifies barriers and solutions to providing quality services to children in foster care. The Placement Services Division Workgroup reviews the following COA standards: Foster Care Services (PA-FC) and Client's Rights (PA-CR).

**Recruitment and Retention Workgroup** (Permanency) works to retain and increase available resource homes while improving the percentage of kinship placements and reducing kinship disruptions. The Recruitment and Retention Workgroup reviews the following COA standards: Foster Care Services (PA-FC) and Kinship Care (PA-KC).

**Cross Functional Workgroup** (Permanency) improves relationships and practice with agency providers and services for the families they serve. The Cross Functional Workgroup reviews the following COA standards: Foster Care Services (PA-FC).

**Juvenile Justice Workgroup** (Juvenile Justice) identifies barriers and solutions to provide quality services to children adjudicated delinquent while working to increase community safety. The Juvenile

Justice Workgroup reviews the following COA standard: Juvenile Justice Case Management (PA-JJCM).

**Behavior Support and Management Workgroup** (Wellbeing) ensures all children receive appropriate mental health and behavioral therapy within the region. The Behavior Workgroup reviews the following COA standards: Behavior Support and Management (PA-BSW).

**In Home TN Implementation Workgroup** develops and completes a regional communication plan regarding In-Home TN activities, purpose, and progress. The In Home TN Implementation Workgroup reviews the following COA standards: Administration and Service Environment (PA-ASE).

**In Home TN Stakeholders Workgroup** eliminates barriers for providers to administer services within the family home while developing a practice improvement plan based upon the results of service array assessments. The In Home TN Stakeholders workgroup reviews the following COA standards: Training and Supervision (PA-TS).

The **Design Team** - The Child Welfare Strategy Group of the Annie E. Casey Foundation conducted an in depth analysis of Shelby Region's system performance in June 2012. They used an array of methods to better understand Shelby's child outcomes and the system's strengths and challenges: Data Analysis, Policy & Document Review, Observations, Individual Interviews and Focus Groups. Among one of the findings, was an opportunity to "improve our regional culture which has been shown to have a direct impact on outcomes for children and families. A Comprehensive Organizational Health Assessment (COHA), a more that 300 questions on-line survey was conducted and more than 86% of the region completed. A voluntary group of staff, known as the **Design Team** was selected to support implementation of change priorities identified in the survey results. The Design Team chose to focus on Adaptive Leadership, Improved Communication, and Improving the Physical Environment with a Focus on Safety. These work/CQI groups meet regularly and have been instrumental in implementing many initiatives but most importantly, has brought front-line staff into being equal partners in regional decision making through attendance at QPT, leading the decisions around regional office re-location, and planning for COA.

**Wellbeing Workgroup** identifies barriers and problems with maintaining physical and dental health for children in care. At this time this is a short term CQI workgroup that is addressing the specific issue of declining EPSD&T rates.

### Regional CQI Schedule

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Quality Practice Workgroup	3 <sup>rd</sup> Friday of the month at 9 a.m.	Merlene Hyman	Varies
Team Coordinator Workgroup	1 <sup>st</sup> Friday of the month at 9:00 a.m.	Merlene Hyman	Varies
CPS Workgroup (Safety)	3 <sup>rd</sup> Wednesday of the month at 2:00 p.m.	Angela Johnson	Varies

Cross Functional Workgroup (Permanency)	3 <sup>rd</sup> Thursday of the month at 2:00 p.m.	Susan Whitfield	Varies
Placement Services Division Workgroup (Permanency)	1 <sup>st</sup> Monday of the month at 9:00 a.m.	Anice Terrell	Varies
Social Services Leadership Workgroup (Permanency)	2 <sup>nd</sup> Thursday of the month at 8:30 a.m.	Terri Davis-Waller	Varies
Recruitment and Retention Workgroup (Permanency)	3 <sup>rd</sup> Tuesday of the month at 2:00 p.m.	Toni Davis	Varies
Juvenile Justice Workgroup	TBA	Mitchell Holmes	Varies
Behavior Support and Management Workgroup	3 <sup>rd</sup> Thursday of the month at 9:00 a.m.	Jill Amos	Varies
In-Home TN Implementation	2 <sup>nd</sup> Thursday of the month at 1:30 p.m.	Diane Hurth	Varies
In-Home TN-Service Stakeholders	4 <sup>th</sup> Thursday of the month at 2:00 p.m.	Diane Hurth	Toni Chew
Wellbeing Workgroup	3 <sup>rd</sup> Friday of the month after QPT meeting	Marquisha Bradford	Varies
Design Team	2 <sup>nd</sup> Thursday of the month at 9:00 a.m.	Tammie Williams, Corlista Washington, Jamil Mathews	Varies



## Smoky Mountain Region CQI Program Regional Structure

### Regional Description

The Smoky Mountain Region is a rural region consisting of seven counties which includes Blount, Claiborne, Cocke, Grainger, Hamblen, Jefferson and Sevier. The region surrounds Knoxville from the northeast to the southeast and borders the following regions in addition to Knox: Northeast and East.

Blount County makes up approximately 38% of the Region's custodial cases and has the largest number of staff. Blount and Sevier both work approximately 22% of the region's total Child Protective Services referrals. They are the two highest counties followed by Jefferson at 15%.

Here in the Smoky Mountain Region there are approximately 234 regional employees and an additional 17 Central Office/support consultants stationed in county offices across the region. We have 28 Team Leaders, 5 Team Coordinators, a Deputy Regional Administrator and a Regional Administrator.

We are clustered into four geographic clusters with each cluster being assigned to a Team Coordinator. Since Blount is our largest county in terms of cases and staff, it is a stand-alone cluster. Another stand-alone cluster is comprised of Sevier County which also includes the Blount County Juvenile Justice team. The third cluster is comprised of Jefferson and Cocke Counties. The fourth cluster consists of Hamblen, Claiborne and Grainger Counties. We also have a Regional Cluster that includes our Resource Parent Support Teams and Placement Unit.

The Smoky Mountain Region's economy contains a unique mixture of agriculture, industry, and hospitality/tourism services. Sevier County is home to Dollywood and draws large crowds from March to December. The Great Smoky Mountains are located in Blount, Sevier and Cocke Counties. This is another significant tourist attraction that boosts the local economy. Grainger County is largely agriculture and is known for its delicious Grainger County tomatoes. A report from the University of Tennessee finds that Hamblen County has the largest Hispanic population in Tennessee, outside of metropolitan areas. The study used 2010 U.S. Census data and concluded more than 6,700 Hispanics live in Hamblen County, but also noted that because of the way census information is gathered, that figure is probably low. The UT report said hiring practices of a few large firms like food processing industries and other low-skill, low-wage employers figure into the growth. However, it also noted that many Hispanics were attracted to the rural area by the quality of the schools.

### Leadership CQI Workgroup(s)

The Regional Quality Practice Team meets the first Friday of each month. The Quality Practice Team (QPT) is a group that collaborates to help the region prioritize, coordinate, and implement professional development activities in order for progress to be made in meeting the goals of improved child and family outcomes. The work includes: the collection, analysis, and interpretation of data at the individual and regional levels; technical assistance and consultation to aid in forming strategies for and coordination of training, professional development, and transfer of learning activities to improve key practice outcomes; and evaluation of the effectiveness of the strategies and interventions.

Regional teams play a critical role in connecting staff learning and development to practice improvement needs.

The last Thursday of each month a Regional Leadership Team meeting is held with supervisors and Central Office support staff serving the Region participating. The purpose of this meeting is to share information, build strong leadership, problem solve, employee recognition, review data and highlight regional successes.

The second and fourth Wednesday afternoon a Senior Leadership Meeting is held with participants being the Regional Administrator, Deputy Regional Administrator and the region's 5 Team Coordinators. Additional members such as the Fiscal Director and FCCR meet with the group once per month. The purpose of this meeting is to discuss policies & procedures, review DCS trends & data, discuss important DCS issues and concerns employee recognition, provide training opportunity, share information and develop strategic action plans for improvement.

### **CQI Workgroups**

Juvenile Justice Circle: This circle includes representatives from Mountain View as well as a mix of TL's and FSW's from Juvenile Justice. The group meets the last Friday of each at 1p.m. location varies to accommodate the region. Mabel Greenlief and Laura-Dockery are the facilitators. Keith Vincent is the scribe.

Permanency Circle: This circle is currently looking at the frequency and quality of CFTM's as well as preparing for COA. The circle was mainly composed of team leaders however the region is working to get more frontline staff involved. The team meets every 3rd Friday of the month at 1:00 p.m. location varies to accommodate the region.. Connie Mitchem and Kaviandra James are the facilitators. Kevin Ledden is the scribe.

Excellence in Action Circle: This Ad Hoc Circle is a voluntary group established to focus on quality practice. The Team narrowed their focus to quality supervision. Sherri Hale is the facilitator for this group. Meetings are set as needed.

Recruitment and Retention Circle: This team has developed the region's recruitment and retention plan and continuously seeks to improve support for kinship caregivers. This circle is composed of TL's and FSW's of the Resource Parent Support unit as well as the TC, CQI coordinator and a PATH trainer. The Circle meets every other month but can meet monthly when needed. The current facilitator is Christina Headrick. Ashley Doughty is the scribe.

Safety Circle: This group continues to review CPS stats and improve the quality and timeliness of documentation. The team meets every 3rd Thursday of the month at the Jefferson County DCS office at 9:00 a.m. Kevin Ledden and Rebecca Lakins are the facilitators. Angela Ryan is the scribe.

Youth Circle: This group was developed to look at improving the quality of services offered to our youth ages 14+ and includes extension of foster care services. Currently there are 2 youth participating in this group as well as transitional living staff from a provider agency. This circle meets

monthly though the time is not set due to accommodating the schedules of the two youth who participate. Rikki Small is the facilitator and Amy Savage is currently the scribe.

### Regional CQI Schedule

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Quality Practice Team	1 <sup>st</sup> Friday of the month at 1:00 p.m. at Jefferson County DCS	Anne Little-Phillips	Wendy Williamson
Safety Circle	3 <sup>rd</sup> Thursday of the month at 9:00 a.m. at the Jefferson County DCS Office	Kevin Ledden & Rebecca Lakins	Angela Ryan
Permanency Circle	3 <sup>rd</sup> Friday of the month at 1:00 p.m. at the various offices to increase participation	Conni Mitchem & Kaviandra James	Kevin Ledden
Retention & Recruitment Circle	Meets every other month – meeting times scheduled with the team.	Christina Headrick	Ashley Doughty
Juvenile Justice Circle	Last Friday of the month at 1:30 at Hamblen County DCS Office	Mabel Greenlief and Laura Dockery	Keith Vincent
Excellence In Action Circle	Ad Hoc Team – as needed	Sherri Hale	Amy Savage
Youth Circle	Meets monthly – always scheduled prior to ending of current meeting depending on youth's schedule.	Rikki Small and Amy Savage	Amy Savage

## South Central Region CQI Program Regional Structure

### Regional Description

Encompassing the mass portion of the southern border counties of Middle Tennessee as well as several rural counties south of Nashville, the South Central Region consists of fourteen counties total. Bedford, Coffee, Lincoln, Franklin, Grundy, and Moore Counties comprise the eastern third of the region; with Franklin and Grundy being the two newest additions to the South Central Region beginning in November 2013. Marshall, Maury, Lawrence and Giles Counties comprise the middle third of the region and Hickman, Lewis, Perry, and Wayne Counties comprise the western third of the region. With counties such as Perry, Grundy, and Moore being smaller in population size, they are typically linked together with the closest nearby county: Perry to Wayne, Grundy to Franklin, and Moore to Lincoln County.

The South Central Region's economy contains a unique mixture of agriculture, industry, and tourism services. From the heart of the Tennessee Walking Horse breeding and training grounds in Bedford County to the General Motors production factory in Maury County to the internationally recognized Jack Daniels Distillery in Moore County and to the annual music festival, Bonnaroo which brings thousands of music fans out to the rural Coffee County each year, South Central Region contains an economy as diverse as its heritage.

Here in the South Central Region there are 212 employees stationed in various offices with a total of 27 Team Leaders, five Team Coordinators, an Investigation Coordinator, a Deputy Regional Administrator, and a Regional Administrator. The South Central Region is consistent about setting goals for improvement, building a foundation of strong leaders, utilizing data elements to consistent monitor practice and performance, and attaining a support system for each worker, which in returns helps to promote a customer focused environment throughout. The South Central region actively uses the Quality Practice Process and operates on a model that utilizes Quality Circle Continuous Quality Improvement (CQI) Teams formed by interested employees around specific Practice areas. These teams serve as the core of South Central's CQI process, both developing individual practice improvement goals around their area of expertise but also taking related referrals from field staff and providing feedback and guidance around these issues.

### Leadership CQI Workgroup(s)

The leaders of each of the 9 of our Quality Circle Teams, alongside the CQI Coordinator, Data Coordinator, Team Coordinators, Investigation Coordinator, Family Service Workers, COA Coordinator, Regional Administrator, and Deputy Regional Administrator meet on the 4<sup>th</sup> Thursday of each month to discuss Region-wide issues, referrals from field staff, data reviews in order to track, monitor, and identify areas of growth, and to report out on the work being done by their Quality Circle Team. Some data examples that are used in this meeting are Regional Scorecards, Quality Service Review data, Case Process Review Data, Serious Incident Reports, survey results, Face to Face reports, Parent/Child visits, and any other data used for discussion needed for referrals. This circle also invites a FSW and Team Leader monthly for a case discussion to help this individual with any needed recommendations and to help drive best practice. This circle's intent is to serve as an opportunity to foster communication between multiple Circles on issues of shared interest or concern. This team is referred to as the Quality Practice Team.

Additionally, during the 2<sup>nd</sup> week of each month, a Regional Leadership Team is held so that Regional Leadership staff members and other various staff including well-being team members, Data Coordinator, COA Coordinator, Fiscal, Team Coordinators, and Team Leaders can attend. This meeting serves as an informative sharing type source to help develop strategic plans to best implement needed improvement areas. Some data items discussed in this meeting, but are not limited to are Regional Scorecards, Face to Face visits, Chapin Hall data(as available), Budget reports, Risk Matrix, Satisfaction Surveys, EPSDT/Dental reports, and other needed data items pertinent to the meeting. Additionally, a monthly case is chosen for review and discussion to help drive best practice and assist that worker with any needed suggestions.

The COA Coordinator and COA Team Leaders attends both these meeting and ensures that all COA standards are discussed equally and regularly throughout the meetings.

### **CQI Workgroups**

Each of our Quality Circles has been assigned a Quality Service Review Indicator that is important to the foundation of their circle. Each circle incorporates that indicator into their monthly meetings in regular discussions and more specifically before and after the Quality Service Review.

### **Quality Stakeholder /In-Home Tennessee Communication Circle**

Assigned Indicator: Informal Supports and Community Involvement

COA Standards: PQI 2.03, 3.02, 5.03, 6.01

The Quality Stakeholder Involvement Circle is tasked with being our point people to ensure that Providers and Community Partners have access to our Regional CQI process. The team consists of Resource Linkage staff, community partners from our Community Advisory Boards, Agency providers, and other interested DCS staff. The team has been assigned the Informal Supports and Community Involvement QSR indicator as it is believed the key to building strong informal supports for families' lies in partnership with community outreach programs. This team works very closely with the In-Home Tennessee projects and most members also participate in one of three workgroups identified as a need in our area: Communication, Alcohol and Drug, and Family Visitation. This team officially merged in with the In-Home Tennessee Communication Circle, as well as the Cross-Functional Team in September 2013 in order to encourage participation and to focus on better means of communication. Some data items reviewed in this circle are Quality Service Review scores, In-Home Tennessee Fidelity Review, and any other data items available to assist this team as needed.

### **Quality Budget**

Assigned Indicator: Formal Supports

COA Standard: Fiscal Standards

The Quality Budget Circle brings together staff from our Fiscal division and our Placement Services division along with select members of Regional Leadership to develop strategies to more efficiently utilize our Regional budgets to maximize value per dollar spent. This team has been assigned the Formal Supports/Resource Availability QSR indicator as they are the initial gatekeepers for many of the services and placements used to score this indicator. This indicator is no longer its own indicator within the QSR protocol, however it has been encompassed into many of the practice performance indicators in order to show evidence of how we as a Department assist families with finding needed

resources. Data items discussed but not limited to are yearly and monthly budgets, contracts, and Placement overdues.

### **Quality Well-Being**

Assigned Indicator: Ongoing Functional Assessment

COA Standard: Behavioral Support and Management Standard

The Quality Well-Being Team consists of the members of our Well-Being team, including the CANS Consultant, Educational Specialist, Psychologist, Regional Nurse, and SAT Coordinators. They are tasked with ongoing tracking and adjustment of the Regional Well-Being Triage meetings to keep them responsive to changing Regional needs. They have been assigned the Ongoing Functional Assessment QSR indicator due to being the experts to interpret many of the formal assessments conducted for families. Data items reviewed but not limited to are EPSDT/Dental reports, Well-being triage forms, CANS reports, and Serious Incident Reports as needed.

### **Juvenile Justice Leadership**

Assigned Indicator: Teamwork and Coordination

COA Standard: Juvenile Justice, Clients Rights

The JJ Leadership Team is composed of the Team Coordinator and Team Leaders for all Juvenile Justice Teams in our region. Additionally, the Team Leaders rotate each month in bringing an FSW to the meeting. The team is our primary resource for developing JJ specific strategies for practice improvement. This team continuously works with community stakeholders on JJ specific opportunities, as well as utilizing COA principles to maintain consistent practice. The JJ Leadership Team has been assigned the Teamwork and Coordination QSR Indicator because this has been noted as a strength among our JJ staff and it is hoped they can develop strategies for all staff to learn from their expertise. Data items discussed during this meeting but not limited to are, Face to Face Visits, Parent/Child Visits, Case Process Reviews, Targeted Case Management Data, Education Reports, and AFCARS reports,

### **Social Services Leadership**

Assigned Indicator: Transitions

COA Standard: Foster Care, Adoption, Kinship, Clients Rights

The Social Services Leadership Team is composed of all Team Coordinators and Team Leaders for the Region's Social Services teams. Additionally, the Team Leaders rotate each month in bringing a Family Service Worker to the meeting. The team is our primary resource for developing Social Services specific strategies for practice improvement. This team also works hand in hand with stakeholders, as well as consistently managing COA goals and improvements. The Social Services Leadership Team has been assigned the Transitions QSR Indicator. This is an indicator that has done extremely well in our past Quality Service Reviews. Data items discussed during this meeting but not limited to are, Report Cards, Face to Face Visit Reports, Parent/Child Visits, Case Process Reviews, Targeted Case Management, Education Reports, and AFCARS reports.

### **CPS Leadership**

Continuous Quality Improvement Program Manual

Revised: 4/1/2014

Assigned Indicator: Engagement

COA Standard: Child Protective Services, Client's Rights

The CPS Leadership Team is composed of the Assessment Team Coordinator, Investigations Coordinator, and Team Leaders for the Region's Child Protective Services teams, including both our Child Protective Services Assessment and the Office of Child Safety Investigation Team. Additionally, the Team Leaders rotate each month in bringing an FSW to the meeting. The team is our primary resource for developing CPS specific strategies for practice improvement. This team works closely with the resource linkage team to access community supports to maintain home placements and prevent custody. They also regularly utilize COA standards in their meetings in order to drive practice improvement. The CPS Leadership Team has been assigned the Engagement QSR indicator. As CPS are often the first DCS staff to come into contact with our clients, it is believed that effective Engagement begins with them. Data items discussed during this meeting but not limited to are Overdues, Case Process Reviews, Fidelity reviews, and any other CPS related data items needed for the meeting.

### **Recruitment and Retention Circle**

Assigned Indicator: Appropriateness of Placement

COA Standard: Adoption, Kinship, Client's Rights

The Recruitment and Retention Circle is dedicated to working with interested staff and community partners to develop a larger pool of available foster homes to choose from, as well as the streamlining of the initial and ongoing search for Kinship placements for custodial and non-custodial children. The team is currently targeting specific areas in the Region to focus on recruitment efforts and building more foster home resources. As a deep pool of available foster homes is the best way to ensure placements are selected to match and not just based on bed availability, the Recruitment and Retention Circle has been assigned the Appropriateness of Placement QSR indicator. Data items discussed during this meeting but not limited to are Regional Recruitment plan, Custody Entries per month, and resource homes established by county.

### **Quality Data Circle**

Assigned Indicator: Planning

COA Standard: PQI Standard

The Quality Data Circle is made up of the Data Coordinator, Field Customer Care Representative, Continuous Quality Improvement, a Team Coordinator, Team Leaders, Facilitation staff as well as interested staff from all disciplines throughout the region. Previously the Quality Data Circle existed as two different circles: The Quality Assurance Circle and a sub-circle TFACTS Circle, but the team decided to adjust by combining the two as related issues were being discussed in both areas. The Quality Data Circle Team focuses primarily on the various Quality Assurance measures available through the Region, planning around CQI and QSR, data improvement and understanding, development of tools to better assist staff with understanding the data entry system, as well as the work we do with families through our Child and Family Team Meetings. This team has been assigned the Planning QSR Indicator due to the presence of the Facilitation Units on the team. Data items discussed during this meeting but not limited to are Child and Family Team Reports, Parent/Child Visits Reports, Report Cards, Face to Face Visits, Quality Service Review Reports, and other needed

reports as necessary to assist the staff with monitoring quality. This team also works with other circles and teams to help identify any reports and system upgrades/fixes needed to help the Region with monitoring quality and practice improvements.

### HR/Facilities Circle

Assigned Item: Facilities and HR

COA Standard: Risk Prevention and Management, Administrative and Services Environment, Training and Supervision

The Human Resources and Facilities team is made up of the Regional Administrative Services Assistant, Training Coordinator, and representatives from the Safety Officers teams. This Circle will handle referrals from staff regarding building and HR issues, as well as handling internal building and Human Resources issues. Rather than being assigned a QSR indicator, this team's focus is on maintaining the Region's buildings, Human Resources, and Training files to Accreditation standards. Data items discussed in this meeting but not limited to are Emergency Response Preparedness Plan, Training Reports, and the Risk Matrix.

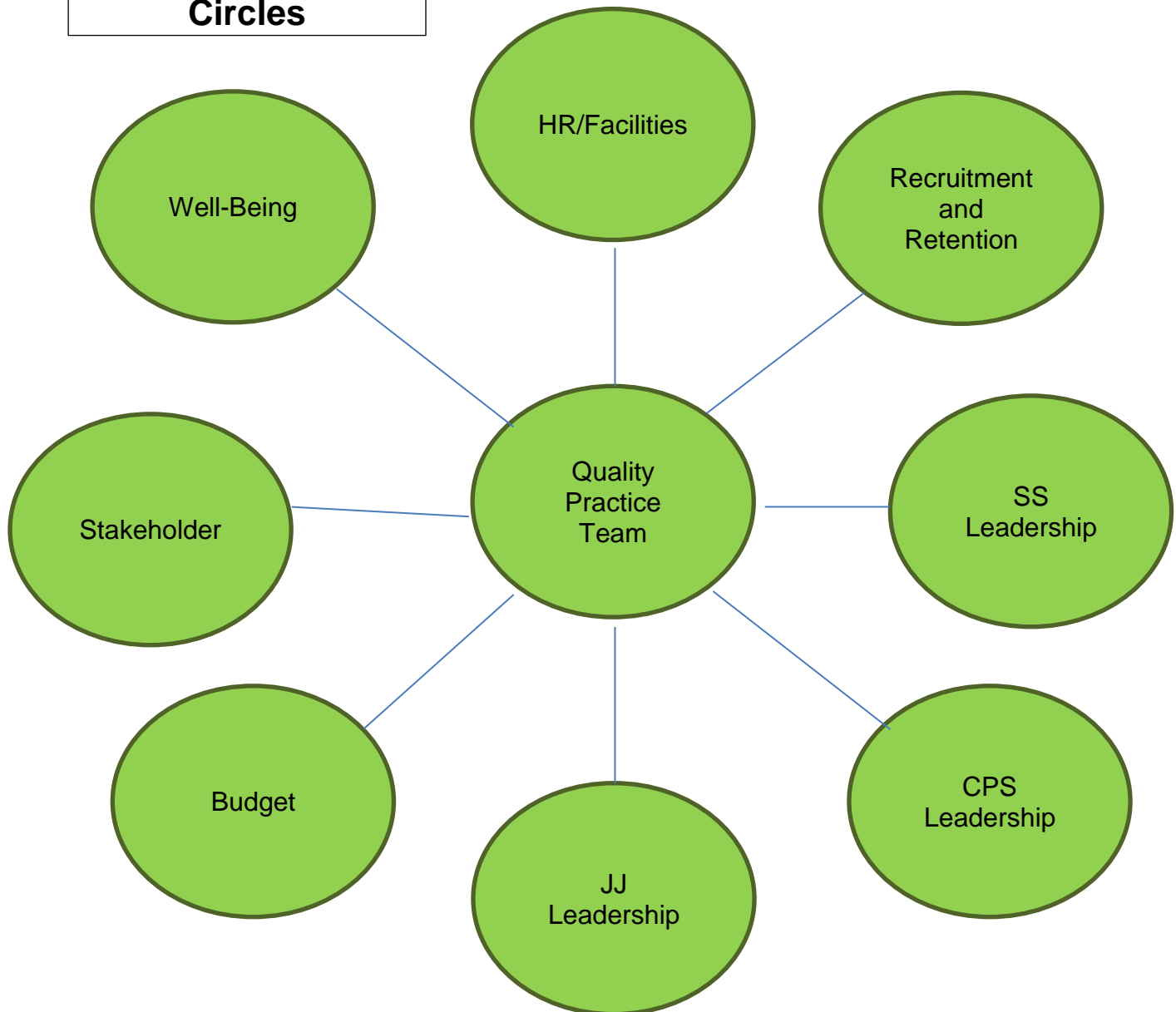
### Regional CQI Schedule

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Quality Stakeholder	Meets 4 <sup>th</sup> Thursday of every month	Candi Mitchell, TL	Candi Mitchell, TL/Kari Cochran, Regional Secretary
Quality Budget	Meets Quarterly: 2 <sup>nd</sup> Monday of each quarter	April Cline, Fiscal	Georgia Whitehead, Fiscal
Well-Being Circle	Meets every Thursday	Dr. Archie Carden, Regional Psychologist	Tracy Brock, SAT Coordinator
Juvenile Justice Leadership	Meets the 3 <sup>rd</sup> Friday of every month	Shayne Davis, TC	Shayne Davis, TC
Child Protective Services Leadership	Team sets date following each meeting.	Jamie Brown, TC	Kari Cochran, Regional Secretary
Social Services Leadership	Meets the 3 <sup>rd</sup> Thursday of the month	Ann Aschbacher, TC(The facilitator is normally rotated out every few months)	Kari Cochran, Regional Secretary
Recruitment and Retention Circle	Meets Quarterly: 1 <sup>st</sup> Tuesday of each quarter	Lawanda Meneese, TC	Lawanda Meneese, TC
HR/Facilities	Meets Quarterly: Teams sets date following each meeting	Anita Brown, ASA	Bonnie Parker, Giles Co. Secretary/Training Coordinator
Quality Data	Meets the 2 <sup>nd</sup> Monday of every	Chris Griffy, Data Coordinator	Chris Griffy, Data Coordinator



	month		
Regional Leadership Team	Meets the 2 <sup>nd</sup> Monday of every month	Lisa Williamson, RA	Kari Cochran, Regional Secretary
Quality Practice Team	Meets the 4th Thursday of every month	Jamie Brown, TC	Kari Cochran, Regional Secretary

**South Central  
Quality Practice  
Circles**



## Southwest Region CQI Program Regional Structure

### Regional Description

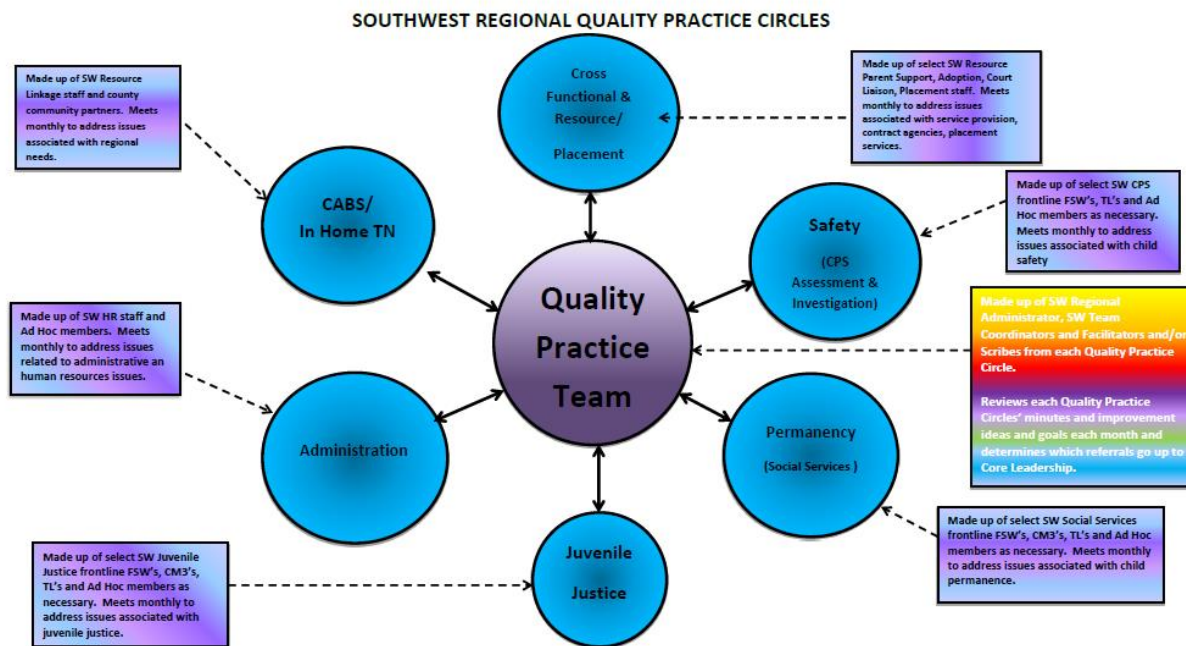
The Southwest Region consists of Eleven (11) counties in West Tennessee including: Chester, Decatur, Fayette, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy, and Tipton.



The Regional Office is located in historic downtown Jackson, TN, halfway between Memphis and Nashville, and is the home of the legendary musician Carl Perkins and Casey Jones of railroad folklore fame. We are honored to claim great icons such as Tina Turner and Isaac Hayes of Tipton County, the International Queen of Blues – Denise LaSalle, and the nationally syndicated TIC-TAC-TOE® game show host Wink Martindale both from Madison County. Hardin County/Savannah boasts being the Catfish Capital of the World. Former Dallas Cowboy Professional Football Player Ed “Too-Tall” Jones is a native Jacksonian and country comedic legend Doris Freeman a.k.a. “Cousin Tuney” is also from our region. Ms. Freeman proudly supports the efforts of the Carl Perkins Child Abuse Prevention Exchange Club which is one of our most significant and long-lasting community partners.

The Southwest region is dedicated to improving practices in order to support the Mission and Vision of Tennessee Department of Children's Services. The Southwest Region has 6 regional Quality Practice Circles with the understanding that other teams can be formed to address specific issues on an ad hoc basis. These teams are designed to problem solve around opportunities for improvement from data gained from the regional Scorecard, surveys, Quality Service Reviews, case reviews and data gathered from the TFACTS.

## Southwest Quality Practice Circle Structure



### Quality Practice Circles

**Safety Quality Practice Circle (Child Protective Services)** is comprised of frontline staff along with some CPS Assessment and Investigation CM3's and TL's. They are all provided the opportunity to participate in Quality Practice Circle meetings. Some of the data sets they review include but are not limited to: Repeat Child Maltreatment, Investigation/Case Closure, Assessment/Case Closure, and Face to Face reports. The team works to develop strategies to improve assigned data outcomes. Additionally, they review data specific to this circle and improvement of ideas for this area. Their tasks include discussion and development of prevention and intervention strategies, support to Kinship Care providers, and monitor and develop strategies for Response Times. Collaboration with Resource Linkage and diversion outcomes with In-Home Tennessee and the Court System are some of the other issues this team is tasked with. All circles will also ensure that information regarding any planned strategies is communicated throughout the region. Should any issue warrant a referral to the next level of CQI, this team will send those up to the Quality Practice Team.

Assigned COA Standard(s): CPS, Clients Rights

Assigned QSR Indicator(s): Engagement, Planning

**Permanency Quality Practice Circle (Social Services)** is comprised frontline social services staff along with some CM3's and TL's. All staff members in the Social Services unit are provided the opportunity to participate in CQI meetings. Additional ad hoc members can include: Agency Case Managers, Permanency Specialist, Court Liaison(s), Legal, IL, JJ FSW, Kinship Coordinator, FCRB, AOC, CASA, RPS Representative, Relevant/Corresponding CO Staff. Some of the data sets this team reviews include but are not limited to: Length of Stay, Time to Permanence, Adoption, Reasonable, Efforts/ASFA, Child Re-Entry, Face to Face, Parent/Child Visits, LOS – 12 Months Plus, Permanent Exits, Placement and Stability/Moves. This team is tasked with developing strategies to improve assigned data outcomes. Additionally they team together with community partners and providers to prevent custodial episodes, child re-entry, and reduce the length of stay. They develop strategies to maximize permanency plan implementation.

Assigned COA Standard(s): Foster Care, Adoption, Clients Rights

Assigned QSR Indicator(s): Assessment, Long-Term View

**Juvenile Justice Quality Practice Circle** is comprised of frontline Juvenile Justice staff along with some CM3's and TL's. All staff members in the Juvenile Justice unit are provided the opportunity to participate in CQI meetings. Ad hoc members such as the regional JJ Coordinator, IL Specialist, Ed Specialist, Court Liaison, Legal, YDC Representative, Kinship Coordinator, AOC, Relevant/Corresponding CO Staff are invited as needed. Some of the data sets this team reviews may include but are not limited to: Recidivism Rate, Face to Face, Permanent Exits. The JJ Quality Practice Circle is tasked with developing strategies to improve assigned data outcomes, developing prevention strategies and strengthen probation activities, transitioning youth back into the community and/or independent living, partnering to develop a culture of community mutual understanding.

Assigned COA Standard(s): Juvenile Justice, Clients Rights

Assigned QSR Indicator(s): Informal Supports, Teaming

**Administration Quality Practice Circle** is comprised of the Fiscal Director, Human Resources Analyst, Regional General Counsel and Facilities Manager. This Circle focuses on identifying fiscal barriers and assists in developing practical and functional resolutions to those barriers. The Circle also focuses on ensuring that employees have a safe working environment and the tools needed to perform their duties.

Assigned COA Standard(s): Administration & Management, Risk Management, Fiscal, Human Resources, Ethics

Assigned QSR Indicator(s): Assessment, Permanence

**Cross Functional (Resource/Placement) Quality Practice Circle** is comprised of frontline staff from Placement, Resource Parent Support, Permanency Specialist, Transportation Officers along with CM3's and TL's from the unit. Additional ad hoc members such as Resource Linkage, Resource Parent (DCS and Private Provider), CABS, FCRB, Citizen Review Panel, Relevant/Corresponding CO Staff, Trainers, PATH trainers, Harmony, and ASAP are invited as necessary to address issues and concerns with the team. This team is tasked with development of strategies to improve assigned data outcomes. Their goal is to ensure adequate housing, resources, recruitment, and training for

resource homes to ensure children's needs are met, develop training to support Resource Homes to ensure they get what they need.

Assigned COA Standard(s): Adoptions, Kinship Care

Assigned QSR Indicator(s): Appropriate Placement, Caregiver Functioning, Caregiver Supports

**Community Advisory Boards/In Home Tennessee Quality Practice Circle** is comprised of some DCS staff along with community partners. They are facilitated by DCS Resource Linkage Coordinators Courtney Carney and Barbara Bond and Kenya Smith. Each team operates differently as they represent each individual county considering that county's unique strengths and needs. These teams are tasked with collaboration with professionals, paraprofessionals, community members, the family and their support system to ensure decisions are made in the best interest of the family. Community-based support for families promotes the ability to cope with difficult situations and resolve family problems. The responsibility of communities is to be proactive to ensure positive outcomes for each child. These teams work on these strategies.

Assigned COA Standard(s): PQI 2.03, 3.02, 5.03, 6.01

Assigned QSR Indicator(s): Informal & Community Supports, Transitions, Family Functioning

### **Leadership CQI Workgroup(s)**

**The Quality Practice Team** is the 2<sup>nd</sup> level of Continuous Quality Improvement in the region. This team is comprised of the Facilitator and/or Scribe from each of the 6 Quality Practice Circles, along with the region's TC's, RA and CQI Coordinator. This team will meet monthly in conjunction with the TC-Only meeting. Each circle will share their meeting's discussions. QPT is the main data source which will review and assign data to other circles where it best fits. This circle will also be the referral point for any circle needing assistance and overall quality assurance to improve our practice.

The **Core Leadership** of Southwest comprises the central share point for what each of the Quality Practice Circles and Team are working on for the Southwest region. This team meets monthly typically on the third Monday of the month. The team is comprised of the regional Team Coordinators, Regional CQI Coordinator, Well-Being staff such as the regional health unit nurse, the regional psychologist and the regional TennCare Advocate. Additional members often include the regional On-the-job Training Coordinator, regional Juvenile Justice Coordinator, regional Fiscal director, regional Trainer/Master Trainer, regional General Counsel, regional CANS consultant, regional Education Specialist, regional HR Analyst, regional Interdependent Living Specialist and regional Data Coordinator. Ad hoc members are included where necessary.

During Core Leadership, information is disseminated from the Regional Administrator meeting and each program area has scheduled time on the agenda to discuss areas of regional importance. Often, the Core Leadership team invites community partners come in to discuss programs and services they have available to customers in the Southwest region.

This team is tasked with developing strategies to improve assigned data outcomes. This team is the main data source which will review and assign data to other circles where it best fits. This circle will also be the referral point for any circle needing assistance and overall quality assurance to improve

regional practice. This circle will also ensure that information regarding any planned strategies is communicated throughout the region via the other Quality Practice Circles.

Some of the data this group addresses but is not limited to:

Regional Scorecard, QSR, Report Outs, Regional Data Quality Referrals, Reliability Reviews, CPR, Customer Satisfaction Surveys, Employee Reports, Resource Home surveys.

### Regional Quality Practice Circles and Quality Practice Team Schedules

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Admin Quality Practice Circle	1 <sup>st</sup> Friday of each month	Dr. Deryl Hilliard	Christine Porter
Safety Quality Practice Circle (Child Protective Services)	3 <sup>rd</sup> Tuesday of each month	Zandra Carter-Mann	Ashley Brown
Permanency Quality Practice Circle (Social Services)	1 <sup>st</sup> Wednesday of each month	Maurice Gastelum	Angie White
Juvenile Justice Quality Practice Circle	1 <sup>st</sup> Tuesday of each month	Antoine Miller	Debbie Dew
Resource/Placement/Cross Functional Quality Practice Circle	2 <sup>nd</sup> Thursday of each month	Aaron Farrar	Elizabeth McClarin
CABS/In Home Tennessee Quality Practice Circles	Varies by County		
Optional Ad Hoc CQI Team (as needed only)	As Needed		

## Tennessee Valley Region CQI Program Regional Structure

### Regional Description

The Tennessee Valley is comprised of the former Southeast and Hamilton County regions. It makes up the southeast geographic area in the state. There are 9 counties that make up the Tennessee Valley, Bledsoe, Bradley, Hamilton, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. The total population of the region is 603,299 (Data Source: 2010 US Census Bureau).

The Regional Office is located in Chattanooga, which is the home of the famous Chattanooga Choo Choo. Other area tourist interest includes Ruby Falls, The Incline and Rock City. Chattanooga is also famous for the Moon Pie. The Tennessee Valley includes the Volkswagen production factory in Hamilton County, the Ocoee River in Bradley County site of the 1996 Olympic Whitewater Rafting Event and the Mayfield Dairy Farm in McMinn County.

The Tennessee Valley is comprised of 258 employees stationed in various offices throughout the region. There are a total of 32 Team Leaders, 6 Team Coordinators, a Deputy Regional Administrator and Regional Administrator. The Quality Practice Teams and Circles are the core of the CQI process. These teams work on developing practice improvement goals around their areas of expertise, review referrals from field staff and provide feedback and guidance around those issues.

### Leadership CQI Workgroup(s)

The Core Leadership team is comprised of the Regional Administrator, Deputy Regional Administrator and Team Coordinators. They meet on a monthly basis to share information and help develop strategic plans to implement best practice. They also look at referrals from the level one teams in the region when issues cannot be resolved within those teams.

The Quality Practice Team is comprised of the Regional Administrator, Deputy Regional Administrator all the Team Coordinators, training staff (2), the Program Coordinator over the Well-Being Unit, a Team Leader, the Independent Living Specialist, Data person and the CQI Coordinator. This team meets quarterly. The goal of this team is to improve casework and services to our families and staff. They review data such as, QSR, CPR, Risk Management and surveys conducted by Central Office. They also look at issues from the Quality Circles that are bumped up. The Circle facilitators reports to this team about the work being done by their Quality Circle Teams.

Assigned COA standards: Administration and Management; Ethics; Human Resources; Risk Management, Performance Quality Improvement.

### CQI Workgroups

#### In Home Tennessee

Team members include Regional Leadership staff, Placement TL, Training staff, CQI Coordinator, Private Providers and other Community Partners. This team discusses issues that affect the whole region pertaining to needs of the children and families. This team meets bi-monthly

**Permanency Circle-** Team members include a Team Coordinator, some social services Team Leaders and social services Family Service Workers from across the region. Their goal is to improve social services case practice by reviewing recent data such as the face to face reports, parent child visitation, and length of time in custody, QSR and CPR, discussing relevant trends, identifying problem issues, and proposing solutions to the issues. This team meets quarterly.

Assigned COA standards: Foster Care; Adoptions and Client Rights

Assigned QSR indicator: Voice and Choice

**Safety Circle-** Team members include the CPS Team Coordinators and CPS Team Leaders from across the region. This team meets quarterly and looks at CPS data such as overdue assessments and investigations and time to case closure, QSR and CPR. This team meets quarterly.

Assigned COA standards: CPS; Client Rights

Assigned QSR indicator: Child and Family Planning

**Well-Being Circle-** Team members include the Program Coordinator, the Health Care Advocates, the regional RN, Mental Health Practitioner, Ed Specialist, CANS Consultant and Independent Living Specialist. This team meets quarterly and looks at issues pertaining to health and educational concerns such as EPSD&T's and reviews SIR's pertaining to medication errors and restraints, and TennCare appeals. This team also addresses the process for identifying high risk youth for the CANS high risk review and identifies older youth with mental health issues to ensure SSI has been applied for and the youth referred to further services. This team meets quarterly.

Assigned COA standards: Behavior Support Management

**Recruitment/Retention/Placement Circle-** Team members include two Team Coordinators, 4 Team Leaders and a Foster Parent Advocate. This team is recruiting a former custody youth to their circle. Their goal is "ensuring that appropriate foster parents are identified for placement of children and working to ensure staff are providing a high level of support and services to foster parents to enable them to provide a high level of service to our children." They look at the resource parent survey, youth placed within 75 miles, approval of resource homes approved timely, Brian A placement exception request, detention placement and develop the recruitment plan. This team meets quarterly.

Assigned COA standards: Kinship; Client Rights

**JJ Circle-** This team started in December 2013 and is comprised of the Juvenile Justice Team Coordinator, Team Leaders and Juvenile Justice Staff from across the region. This team looks at issues pertaining to Juvenile Justice Cases for practice improvement, QSR and CPR. This team meets monthly.



Assigned COA standards: Juvenile Justice; Client Rights

Assigned QSR indicator: Engagement

### Regional CQI Schedule

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Quality Practice Team	Quarterly	Elleni Dimopoulos,	Mary Rivers
Permanency	Quarterly	Susan Jaquith, TC	Deborah Harvey
Safety	Quarterly	Jackie Jolley and Hope Tharp	Jackie Jolly
Well-Being	Quarterly	Eileen Thompson	Eileen Thompson
Recruitment/Retention/Placement	Quarterly	Diane Easterly	Sharon Putnam
JJ	Monthly	Jean Mitchell	Jean Mitchell
In Home Tn	Bi-monthly	Elaine Hong	Johnnie Hunter

## Upper Cumberland Region CQI Program Regional Structure

### Regional Description

Located almost halfway between Nashville & Knoxville with Interstate 40 dissecting the region, the Upper Cumberland region of the Department of Children's Services includes 14 counties: Cannon, Clay, Cumberland, Dekalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren & White. Although the Upper Cumberland region is mostly rural it has some urban areas as well. Putnam County is the largest county & Cookeville is the largest city in the Upper Cumberland region. Cookeville, located in Putnam County, is home to Tennessee Technological University. Crossville, in Cumberland County, is a popular retirement destination—especially for those who are avid golfers. Upper Cumberland's offices of the Department of Children's Services is home to 242 dedicated employees who work together to keep the children safe & healthy. For the purposes of the Department of Children's Services, Upper Cumberland is currently divided into four clusters known in the region as A, B, C & D, as well as a regional cluster that covers the areas of Resource Parent Support, CFTM Facilitators, Placement, Kinship, Child Health and Extension of Foster Care for the entire region. Cluster A includes Putnam, Jackson & Clay counties. Cluster B includes Cumberland, Overton, Pickett & Fentress counties. Cluster C includes Smith, Macon & Dekalb counties. Cluster D includes Cannon, Van Buren, Warren & White counties. Each cluster has a Team Coordinator as well as Team Leaders for each program area. The number of Team Leaders in each cluster varies with the number of families the department regularly serves in that cluster in each discipline. Generally, each cluster has a Team Leader (TL) for CPS Assessments, 2 or more TLs for Social Services cases, and a TL for Juvenile Justice cases. Some clusters have a TL for non-custodial cases as well. CPS Investigations are covered by the Office of Child Safety and are supervised out of Central Office as of November 2013.

### Leadership CQI Workgroup(s)

Upper Cumberland Leadership meets on a monthly basis. These meetings are generally held at the Regional Office with each cluster's Team Coordinator as well as designated regional management staff in attendance. Quarterly Core Leadership meetings are held at an off-site location to enable Team Leaders to attend as well. The Upper Cumberland Quality Practice Team meets on the 3<sup>rd</sup> Wednesday of each month at an off-site location. The Quality Practice Team, facilitated by the Regional Administrator or Deputy Regional Administrator, consists of members of the leadership team as well as cluster case management staff & provider agency representatives. Clusters also have monthly management meetings to discuss what is learned in Core Leadership meetings with cluster leadership.

### CQI Workgroups

During the Quality Practice Team meetings, the circles (Custodial, Non Custodial, Safety, Youth & JJ) report out to the larger group on their successes as well as any problems they are facing to get ideas on problem solving from the team. The A&D Committee which came about as part of the In Home Tennessee initiative also reports out. Also during this time, providers who are involved in the

quality circle meetings report out about new services or trainings or anything they have going on that would be beneficial to the region.

**Custodial Circle**— generally meets on a Friday at 9:30 a.m. at the Regional Office in Cookeville with the polycom available for those that are unable to attend in person. This team has three subcircles: Kinship, Recruitment and Retention, and Permanency. This circle includes the kinship coordinator, regional team coordinator, staff from the Placement Unit, Permanency Specialists from the clusters as well as various private providers. This team recently recognized the need to separate out and now each section of the team meets at other designated times. As a whole, this team works on ways to recruit resource homes, training for the resource parents, ways to increase numbers of kinship placements, providing support to the current homes to help make them the best that they can be and any other areas that are needed.

**Youth Circle**—generally meets on the 2<sup>nd</sup> Wednesday of each month at 1 p.m. in the Training Room at the Regional Office. Group includes employees from Independent Living, Educational Specialist, Team Coordinator as well as private providers. This team looks at the youth who are 17.5 years old & determines what needs to be done for them to ensure necessary services are in place to help ensure a successful transition to adult or post-custody services.

**Non Custodial Circle**—has recently revamped and is now meeting following the Quality Practice Team meeting at the regional office. This team has three subcircles: Assessment, Investigation and In Home. The team includes the Investigative Coordinator of the Office of Safety, Regional Administrator or her designee, as well as CPS Investigation and Assessment TL's & case managers from each cluster as available. The team looks at new policies affecting their practice and generally does peer file reviews as well. Regional General Counsel usually attends the meeting and Severe Abuse cases are discussed. Overdue cases are looked at & suggestions for getting them closed are offered. This team continually looks at quality & consistency throughout the region.

**Juvenile Justice Circle**—generally meets the 2<sup>nd</sup> Tuesday of each month at 9 a.m. at the Regional Office. This team is facilitated by a former JJ TL who is now a Cluster TC. Generally, each cluster has representation at each meeting (either TL or FSW or both), the Regional JJ Coordinator usually attends as well as private providers who share information about services available. This circle looks at policies affecting their program area, overdue EPSDT & Medical appointments for their youth, missed face to face visits and other items that affect them. Following Upper Cumberland's QSR, the circle looked at each JJ case that was reviewed & discussed strengths & opportunities in each. They have developed plans to help improve practice based on those observations as well as celebrate the successes seen.

### Regional CQI Schedule

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Custodial Main Group	3 <sup>rd</sup> Friday at 9:30 a.m.	Michael T. Wilson/Jennifer Watts	Loreen B Roderick
(Custodial) Kinship subgroup	Varies	Michael T. Wilson	Varies

(Custodial) Recruitment & Retention subgroup	Varies	Jennifer Watts/Carla Forsyth	Varies
(Custodial) Permanency subgroup	Varies	Rebecca Adcock	Varies
Youth	2 <sup>nd</sup> Wednesday at 1 p.m.	Felicia Harris	Loreen Broderick
Non Custodial	3 <sup>rd</sup> Wednesday at 1 p.m.	James Payne	Varies
(Non Custodial) Investigations subgroup	3 <sup>rd</sup> Wednesday at 1 p.m.	James Payne	Varies
(Non Custodial) Assessments subgroup	3 <sup>rd</sup> Wednesday at 1 p.m.	Jennie Wright	Varies
(Non Custodial) In Home subgroup	3 <sup>rd</sup> Wednesday at 1 p.m.	Ashley Bradford	Varies
JJ	2 <sup>nd</sup> Tuesday at 9 a.m.	Gayla Jestice	Gayla Jestice
A&D (In Home TN Group)	2 <sup>nd</sup> Wednesday	Sherri Phillips/Jessica Tucker	Loreen Broderick

## **Mountain View Youth Development Center CQI Program Regional Structure**

### **Regional Description**

Mountain View Youth Development Center (MVYDC) is situated in Dandridge, Tennessee at the foothills of the Great Smoky Mountains. MVYDC is a secure facility, accredited by the American Correctional Association (ACA) serving male youth ages 13 to 19 that have been adjudicated delinquent by a Juvenile Court in Tennessee. At capacity, MVYDC provides residential services to 144 students, offering routine medical and dental care and services up to but not limited to Drug and Alcohol Treatment, Education, Sex Offender Treatment, religious services, Aggression Replacement Therapy (ART), one-on-one counseling, case management services and recreation.

At its core, MVYDC boasts an on-site school, home of the Mountaineers, that enables students to continue their secondary education while in custody. The educational staff strives to meet the needs of each student committed to its care by offering vocational/culinary arts and special education programs. School staff work regularly with students to ensure that they are obtaining the credits needed to graduate from high school, or when applicable, to ensure that students are enrolled in the General Education Diploma (GED) testing. After secondary education requirements are met, students are required to enroll in the Work Crew program in which they work with staff learning general maintenance skills such as housekeeping, food service, and lawn care. As a supplement to this program, students are afforded the opportunity to work on independent-living and job-readiness skills. Students are also encouraged to try out for the basketball and softball teams, to participate in the choir or to become an ambassador. MVYDC staff encourages students to meet their treatment goals, which encompasses Health, Education, Social Skills, Personality/Behavior, and Family/Community Reunification.

### **Leadership CQI Workgroup(s)**

#### **Senior Managers**

Two subsections define MVYDC's Leadership CQI Workgroups. The first subsection of Leadership CQI are the Senior Managers and is comprised of the Superintendent and senior level management in each department of the facility to include, Fiscal, Treatment, Human Resources, ACA, Medical, Security, Education and Continuous Quality Improvement (CQI). This group provides a small cross-section where collective assessments and strategic plans might be developed to address directives from central office, referrals from other CQI workgroups, and issues directly relating to this group.

#### **Department Heads**

The second subsection of Leadership CQI are the Department Heads and is made up of all of the above staff, but with the addition of mid-level supervision within departments and key staff such as the Facility Maintenance Manager and the Facility Safety Officer. During a leadership CQI Workgroup, a round table discussion ensues, ensuring that information sharing is occurring between all Quality Circles within the facility.

## CQI Workgroups

In addition to Leadership CQI, seven additional Quality Circles exist at the facility. Here, departments have the opportunity to address issues that directly relate to quality issues within their department. Provide a description of each team and what they address.

### Treatment Staff

The Treatment Staff quality circle is made up of Treatment Team Leaders and other Case Managers at the facility, including supervisory staff, Team Coordinator and Treatment Manager. This circle focuses its energies on ensuring that the students are receiving quality services to include group counseling and participation in Drug and Alcohol and Sexual Offender (SAY) treatment as needed. This group uses this time share information about program successes and to develop plans around program issues. For this group in particular, this time is also utilized to share information about upcoming Professional Development opportunities and required staff trainings, among other departmental issues or changes that may affect the staff and the provision of services to the student.

### Senior Security Shift Supervisors

This team is made up of ranking security officers within the facility. Here, Lieutenants and Sergeants, who are supremely knowledgeable about quality of life and physical plant issues, have the opportunity to pass information up through the ranks regarding mostly facility driven issues. Likewise, this is the venue in which the Security Manager disseminates information to be shared throughout the ranks of security staff. This meeting encompasses topics related to the improvement of fire drill movements to the replacement of cracked or torn mattresses to disciplinary sanctions of the students. Like the Security Shift Circle mentioned below, this meeting is almost solely driven by data/evidence.

### Education Staff

This particular circle is composed of the Principal, the Administrative School Secretary, guidance **counselor**, **classification manager**, teachers and teachers' assistants. This group works interdepartmentally within the facility and through the Department of Education to ensure that each student committed to the facility's care receives quality educational services, all the while ensuring that local, state and federal guidelines are met.

### Medical Staff

These circle meetings are facilitated by the Health Administrator. Here, quality day to day operations of the clinic are discussed to include the assessment of students on a case by case basis as necessary. This team often has quality of care issues that must be presented in the Senior Managers meeting as it relates to next steps in care and at times, payment options for particular treatments. Quality improvement issues are also presented by a representative of this team at the monthly Department Head Meetings in an effort to illicit further discussion, evaluation and solutions to problem situations.

### Food Service

The Food Service staff is a small, but important team made up of front line Food Service Stewards, Food Service Manager, and Fiscal Manager. Here, quality of the food/food preparation is discussed along with the provision of quality kitchen/food service under a multitude of constraints. Although on the surface this meeting seems elementary, it in fact encompasses many facets to include purchasing, budgeting, vendor issues/complaints, and is controlled in part by the Food Service

Director in the department's Central Office in Nashville, the Federal Government's School Lunch Program and ultimately by the USDA.

Fiscal Office, including warehouse and maintenance

The Fiscal Office Circle is a multi-faceted team that, in part, defines the facility. Here, approval is granted to purchase the needed supplies to ensure that basic quality of life needs are met and that those housed and employed at the facility are safe and secure within the physical plant itself. Here, the Administrative Services/Fiscal Manager, Human Resources, Purchasing Coordinator, and Facility Manager meet to discuss one of the most difficult topics at the facility, producing or purchasing high quality goods and services under fixed budget constraints.

Security Shift Meeting

Security Shift Staff are some of the only staff within the department who do not have access to email, cell phone or other post-issued method for widespread communication within their job classification. Led by an on-shift Lieutenant, these meeting are of the utmost importance for information sharing. Here, information directly related to quality of service issues are relayed to frontline staff and is most likely the most data driven meeting at the facility. Using evidence from security camera footage, post log books, COC log books, and evidentiary reports from members or groups of members from other circles, quality issues are relayed and discussed.

Training Advisory Board

Although this meeting is scheduled only once per quarter, the decisions made in this meeting have the potential to affect the facility and its service provision exponentially. This circle is made up of a cross-section of staff at the facility who present input from frontline staff and others regarding trainings that might be implemented for all staff at the facility with the main idea being to provide staff with the tools and knowledge base to be dynamic in their roles at a secure facility.

**Quality Stakeholder**

**Citizen Involvement Council (CIC) and Student Council**

MVYDC conducts two main stakeholder meetings, the Citizen Involvement Council (CIC) and Student Council. The CIC is made up of the Volunteer Coordinator, Jefferson County Juvenile Court Judge Benjamin Strand, Tennessee State Representative Jeremy Faison, Facility Department Heads and other elected staff and community partners and volunteers. The CIC meeting is an event where the vision for the facility and students is put into motion by the CIC. Additionally, the Student Council Meetings are an opportunity for students to represent their living units and discuss issues that directly relate to their quality of life and service provisions while in the care of MVYDC.

**Juvenile Justice (JJ) Leadership**

Branching out of the MVYDC facility is the Juvenile Justice Leadership Circle. Here, the Superintendent, Treatment Manager, Treatment Team Coordinator, and select others leave the facility to directly interact with JJ Leadership across the Grand East Tennessee Region. The development of the JJ Leadership Circle successfully opened the lines of communication and quality improvement, not just for MVYDC but for the JJ division.

**YDC CQI Schedule**

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
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Sr. Management Team	Every Monday, 10 AM	Superintendent Houston	Kathy Ridenour
Department Head Team	Second Tuesday of every month, 1 PM	Superintendent Houston	Betty Ogle
Treatment Staff Team	Last Tuesday of every month, 2 PM	Steve Collier	Judy Ingram
Senior Security Shift Supervisors	Third Thursday of every month, 12:15 PM	Steve Harrison	Peggy Bettis
Education Staff Team	Last Friday of each month. Time will vary according to training schedule	Michelle Clayton	Deborah Garcia
Medical Staff Team	Last Thursday of each month, 1 PM	Carolyn Spence-Arwood	Brandi Money
Food Service Team	Third Friday of each month, 1 PM	Mike Churchman	Betty Ogle
Fiscal Office, includes warehouse and maintenance	Last business day of each month, 10 AM	Mike Churchman	Betty Ogle
Security Shift Meeting	Will vary each month to include as many on duty staff as possible. Meeting dates/times will be posted will in advance.	Lt. William Petty	Sgt. Leslie Hayes
Student Council	Third Wednesday of each month, 12:15 PM	Don Burnette	Judy Ingram
CIC Board Meeting	Last Wednesday of each quarter, 12 PM	Kathy Ridenour	Roxanne Bowen
Training Advisory Board	Last Tuesday of each quarter, 10 AM	Kathy Raley	Kathy Raley



## JOHN S. WILDER YOUTH DEVELOPMENT CENTER CQI PROGRAM STRUCTURE

### **FACILITY DESCRIPTION**

Wilder Youth Development Center (WYDC) is located in Somerville, Tennessee, and is led by Superintendent Jane Hayes. The center can be reached at (901) 465-7359. The facility property is on roughly one hundred and seventy acres with well-maintained grounds, plenty of trees and two lakes outside of the fence within sight which add to the environment of the facility. The physical plant (outside of the fence) is made up of a maintenance building, administrative building and a medical clinic that is accessed through the fence. Within the fence are the remaining buildings which include: the security housing unit, warehouse, youth living units, school, commissary, chapel, counseling center, visitation area, eating hall and exercise areas which consist of a gym, softball fields, and basketball and volleyball courts.

WYDC is an all-male facility for youth from the ages of 13 – 18. The mission of the facility closely fits its positive purpose: “To provide recourses and opportunities in a safe environment for our youth to develop positive attitudes and behaviors that will enable them to maximize their potential”.

Wilder Youth Development Center is accredited by the American Correctional Association.

The Division of Juvenile Justice is responsible for overseeing the day-to-day operations of the facilities while providing treatment and rehabilitation to male youth committed to state custody by the juvenile courts.

All students participate in a classification and orientation program. Based on the results of this evaluation, an individualized program plan is developed for each child. Good behavior and progress toward goals is encouraged and rewarded with activities allowing increased levels of responsibility. The goal of the YDC system is building skills that allow each student to move to a less restrictive setting as soon as possible. Students are prepared for release through planning with staff.

WYDC operates an accredited on-site school and offers instruction in vocational programs, special education, test preparation, self-help, independent-living, and career counseling. Students can work toward and earn their high-school diploma or GED while housed at WYDC. Wilder Youth Development Center also provides on-site mental health services, family therapy, a round-the-clock health clinic, recreation services and religious activities. Programs help students address complex issues and symptoms.

### **LEADERSHIP (SENIOR MANAGERS) CQI WORKGROUP**

WYDC Senior Leadership meet weekly to discuss YDC issues, in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. This weekly process gives senior leadership an opportunity to foster good communication between multiple departments on issues of shared interest or concern.

### **Treatment Staff**

The Treatment Staff Quality Circle is made up of Treatment Team Leaders and other Case Managers at the facility, including supervisory staff and the facility Treatment Manager. This team utilizes circle meetings to assess, plan and track any program issue that would affect the quality of service provision, whether the issue is directly related to a particular program or the implementation of a

program. This meeting also affords the Treatment Manager the opportunity to disseminate information to case management staff from Department Head and Senior Management circles, to include facility wide and departmental issues.

### **Senior Security Shift Supervisors**

This particular meeting employs only ranking officers, largely Sergeants and Lieutenants, at the facility and the Security Manager. Here, security supervisors participate in an exchange of information of which is passed from front line Children's Services Officer (CSO) staff to upper management and from upper management to these officers for dissemination amongst the ranks. The information shared here is driven almost solely by data that is collected within the facility on a daily basis and focuses on all aspects of quality within the facility as it relates to safety and security of both staff and students.

### **Education Staff**

This circle encompasses Education Staff to include the principal, administrative school secretary, guidance counselor, classification manager, teachers and teacher's assistants. Although this Quality Circle is almost always facilitated by the principal, there are times when the meeting may be visited or co-facilitated by Central Office Education Staff. This group regularly teams with all departments within the facility and with the Department of Education in an effort to continuously provide quality educational services to the students at the facility while ensuring adherence to local, state and federal guidelines.

### **Medical Staff**

Facilitated by the facility's Health Administrator, the Medical Circle behaves under Central Office direction and applies that knowledge and direction to improvement discussions within their circle that will affect quality of life for students within the facility. Here, Medical staff are also able to develop individualized plans of care for students having special requirements and have the opportunity to make referrals to the Senior Management and Department Head circles regarding these issues.

### **Fiscal Office, including warehouse, maintenance and food service**

The Fiscal Circle is a faction of employees including the Administration Manager, Human Resources, the Facility Manager, Purchasing and Food Service Manager. This circle ensures that the facility is operating at its peak performance in order to meet basic quality of life care while remaining within budgetary constraints and adherence to federal, state and departmental policy, rules and statutes.

### **Wilder Youth Development Center CQI Schedule**

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Leadership/Senior Management	Tuesday, 2:00pm	Jane Hayes, WYDC Superintendent	Central Laird
Treatment Staff	2 <sup>nd</sup> Thursday	Dinah Rivers	Varies
Education	2 <sup>nd</sup> Friday	Tireca Thompson, Principal	Debra Jackson
Medical	1st Wednesday	Freda Forsyth, Health Administrator	Varies
Fiscal	1 <sup>st</sup> Monday	Keith Waldron, Facility	Beverly Robertson

		Manager	
Security (Senior)	2 <sup>nd</sup> Wednesday	Clarence Howell	Oneita McBride
Student Council	Monthly	Jane Hayes	Greg Jackson

## **WOODLAND HILLS YOUTH DEVELOPMENT CENTER CQI PROGRAM STRUCTURE**

### **FACILITY DESCRIPTION**

Woodland Hills Youth Development Center (WHYDC) is an operated, hardware-secure, residential facility that provides treatment programs for delinquent male youth ages 13 to 19 and located in Nashville, Tennessee. The Woodland Hills campus includes the former New Visions Youth Development Center for female youth. The facility was integrated into the Woodland Hills campus in 2012 after the department began contracting with [G4S Youth Services](#) to serve its female population.

Woodland Hills Youth Development Center is accredited by the American Correctional Association (ACA). The Division of Juvenile Justice is responsible for overseeing the day-to-day operations of the facilities while providing treatment and rehabilitation to male youth who have been adjudicated delinquent and committed to state custody by the juvenile courts. All students participate in a classification and orientation program. Based on the results of this evaluation, an Individualized Program Plan (IPP) is developed for each child. Good behavior and progress toward goals is encouraged and rewarded with activities allowing increased levels of responsibility. The goal of the YDC system is building skills that allow each student to move to a less restrictive setting as soon as possible. Students are prepared for release through planning with staff.

The center operates an accredited on-site school and offers instruction in vocational programs, special education, test preparation, self-help, independent-living, and career counseling. Students can work toward and earn their high-school diploma or GED while housed at Woodland Hills Youth Development Center (WHYDC). WHYDC also provides medical services, religious activities and recreational programs.

Specialty services include therapy for a broad range of needs, alcohol and drug programs, speech therapy, dental care and behavior management. Programs help students address complex issues and symptoms. Job fairs, student work programs and college visits help prepare students for future success and adulthood. Other programs and activities, such as a stock market challenge game within an economics class, basketball and other sports programs, volunteer activities, fairs, and holiday events encourages development of communication skills and building self-esteem through self-expression. The average daily census of the Youth Development Center in a fiscal year is 115. The median age of the population served is 17.

### **LEADERSHIP (SENIOR MANAGERS) TEAM**

WHYDC Senior Leadership meet weekly on Mondays to discuss YDC issues, in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. This weekly process gives senior leadership an opportunity to foster good communication between multiple departments on issues of shared interest or concern. Information is deployed from this meeting to Department or Division Leadership through meetings or through email.

### **LEADERSHIP (DEPARTMENT or DIVISION MANAGERS) TEAM**

WHYDC Department or Division Managers meet once monthly on the last Thursday of the month to discuss YDC issues, update changes, concerns and discussion in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. This

monthly process gives department or division leadership an opportunity to foster good communication between multiple departments on issues of shared interest or concern. Information is deployed from this meeting to front line staff in meetings or through email.

### **TREATMENT/COUNSELING TEAM**

The Treatment/Counseling Team meet on the last Thursday of each month at 1:00pm. They focus on maintaining ACA Standards for Treatment and are implementing new PREA Standards for Treatment/Counseling. The team discusses changes in DCS policy for clarification and duties of counselors. Transportation procedures of youths placed at WHYDC and counselors' responsibilities concerning facility maintenance is also discussed. Student placement changes and or treatment issues are reviewed and assessed. There is an Evidence Based Program Spreadsheet on youth that is updated and submitted monthly. Counselors review status of youth during youth's assignment to the TRUE Program and how it affects the youth's overall length of time in WHYDC program. There is discussion of GED testing progress with youths in WHYDC program. In Davidson County there is a new Intensive Aftercare Program for youth leaving WHYDC. There has been discussion and training for WHYDC counselors concerning requirements of youth to be selected and involved in this program.

### **SECURITY TEAM**

WHYDCS Security Team meetings occur the same day, monthly. ACA and PREA compliance is necessary and status and progress is reviewed and discussed. They review staff's performance concerning continuous monitoring of youth placed in WHYDC program. Security Team discusses issues that place youth, staff or visitors at risk and how to problem-solve to reduce such risks. The Security Team reviews progress, issues in maintaining discipline, observation/supervision, room checks and personal searches, log records of daily behavior, incident and disciplinary reports. Discussion of specific incidents, behaviors of youth or violations of procedures and rules is reviewed and addressed. An important aspect of the Security Team's work is to demonstrate leadership and be a good motivational influence. The Security Team also addresses housekeeping duties as part of their work in maintaining sanitary conditions. Part of this team's responsibility is to promote the front line security staff to teach and supervise residents concerning housekeeping responsibilities and personal hygiene. Discussion of security risks in transportation, contraband, drugs is an on-going process. Review of de-escalation techniques is reviewed periodically by the team.

### **MEDICAL/CLINICAL**

The clinical team meets once monthly to discuss student medical issues, update changes, concerns in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. We also make use of a communication book on a daily basis to pass ideas and give reports of special interest. The date for these meetings is scheduled by facilitator with notification sent prior to meeting.

### **HUMAN RESOURCES TEAM**

The Human Resources Team is made up of the HR Analyst 3 and CSO. This team's focus will be on Human Resources and maintaining up-to-date personnel files with information provided to them through monthly communication from DCS Central Office and records completion and tracking for this department in maintaining ACA Accreditation. These meetings occur monthly with CO HR and monthly within WHYDC HR Team. There is additional collaboration as necessary to problem solve

HR issues that arise between monthly meetings that need to be addressed immediately or as deemed necessary by the WHYDC HR Team.

### **EDUCATION/SCHOOL TEAM**

The Education Team is made of School Principals for Site 1 and Site 2, along with teachers at WHYDC. This team focuses on regular and special educational needs of students placed in WHYDC program. The student's education is individualized through any additional assessments and the student's progress is monitored, reviewed and amended as necessary through additional evaluations, testing and in collaboration with the student. These meetings occur monthly. Also any challenges that the team faces in meeting educational needs of students is addressed.

### **WOODLAND HILLS TEAM Meeting Schedules as follows:**

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Leadership(Senior Managers)	Team meets weekly on Monday.	Joel Player, Interim WHYDC Superintendent	Tremeka Fearn, Secretary
Leadership (Department/Division Managers)	Meets monthly on the last Thursday of the month.	Joel Player, Interim WHYDC Superintendent	Tremeka Fearn, Secretary
Treatment/Counseling	These meetings occur last Thursday of the month at 1:00pm.	Margretta Knowles MS, DCS Manager-Treatment	As assigned
Security	These meetings occur same day monthly.	Djuna Brown Security Manager	As assigned
Administrator's Meeting with Department Managers	These meetings occur 3 <sup>rd</sup> Wednesday, every month, 2:00 PM	Zachary Pounds, MBA Manager of Administration	As assigned
Food Service	These meetings occur 2 <sup>nd</sup> Tuesday, every month, 1:30 PM.	Paula Watson / Refaat Gendi	As assigned
Fiscal & Warehouse	These meetings occur 3 <sup>rd</sup> Friday, every month, 9:30 AM.	Zachary Pounds, MBA Manager of Administration	As assigned
Maintenance	These meetings occur Last Monday, every month, 1:00 PM.	Tim Kincaid, Facility Manager	As assigned
Medical/Clinical	These meetings occur monthly, date is scheduled by facilitator with notification sent prior to meeting.	Carrie Stoevers RN4 H.A. CSMC Health Administrator	As assigned
Human Resources	At least monthly	Kenyatta Head HR Analyst 3	As assigned
Education/School	These meetings occur monthly	Leslie Dyer, Principal	Cindy Sloan